

BD:4

As we discuss the proposed movement towards supporting local Nepali organizations more work needs to be done to identify the role and form of financial support to such organizations.

With a decreasing amount of our funding coming as contributed services by our member/sending bodies, we must carefully think through the implications on overall funding. There is more pressure on cash funding needs since in most cases expatriate personnel are being replaced with Nepalis. There is less funding available through per capita grants contributed by member/sending bodies.

Are member bodies prepared to finance the costs of salaries and projects after their personnel have left? The findings from a questionnaire sent to member bodies a year ago indicate that reduced costs to member bodies due to sending fewer workers to Nepal will not be passed on to the UMN but will likely follow the shifting of personnel to a new location (country) of work. As a result, if history repeats itself, it is also likely that present project funding levels will decrease over time. With alternative funding sources, there likely will be a shift from long term to short term involvements with a greater sympathy towards capital inputs rather than recurring operating budgets.

More work needs to be done to identify the indicators that mark the financial health of the organization. Presently, work is being done to identify overall reserve fund requirements. Also, trends and financial indicators are being identified and analyzed in our hospitals.

It is likely to be some years before our hospitals can be integrated into the national health care program. The future financial path which is sustainable has yet to be achieved. Can we work with government in determining whether the longterm future is to be that of a private institution or run and financed by government? If they are to be private, we must begin now to find ways to plan for their longterm financial viability.

The next twelve to eighteen months will bring significant transitions in a number of our project business offices with the leaving of several expatriate administrative officer/business managers. Most will likely be replaced by Nepali staff. An active search to promote existing staff and the recruitment of others is underway.

The Personnel Department has continued to provide input and advice on a range of issues affecting expatriate and Nepali personnel missionwide. The department acts as the main link between UMN and the Member Bodies regarding their appointees on the field, in addition to handling the recruitment and processing of all new expatriate personnel. This past year we have processed 33 adults and 17 children through the Language and Orientation Programme to their respective programmes. A great deal of time and effort is required for the smooth transition from one culture to another and all the practical details that go with it.

Recruitment of new expatriate personnel continues to be a long process due to the demand for specific qualifications by the different government ministries to ensure posts can not be filled by a Nepali national before granting clearance. The screening of new candidates by member bodies has been good for the most part with some problems surrounding medical clearance that will need to be addressed in the near future.

An increase in visa-related paperwork required by the government has added considerably to work levels as the department has continued to handle all UMN visas and trekking permits. All official visas have now been renewed up to November 26, 1990 and now as we approach this time new visa application forms are near completion when the General Agreement is signed.

The Training and Development Manager has now been in the post for twelve months. This period has been spent getting to know the organisation and making the Training and Development function known. Most Projects have been visited, and a range of small training courses and workshops (eg. Project Director's Meetings, Community Development Workshops) have been organised. More recently, a seminar on Labour Relations was organised to help management to have a better understanding of handling such problems that are bound to increase rather than decrease in the mission. On the basis of this familiarisation period, CC has approved a list of Training and Development priorities for the next twelve months which seeks to balance the actual delivery of Training Programmes and services, with the development and implementation of policy proposals that will improve the way UMN trains its staff.

One full-time and two part-time counsellors have been in the post during the year. A number of trekking/holiday events have been organised for those wishing to take part, and most projects have received at least one visit from a counsellor. In addition, one of the part-time counsellors has began work on addressing the particular needs of spouses within the mission.

The Personnel Department continues to be grateful for the valuable input to expatriate care given by the Medical Coordinator with the help of various consultants. The Medical Coordinator post is being filled temporarily at present, however, it is planned to fill the post permanently later in the year. In the past several months we have faced some serious medical problems with our expatriate personnel, resulting in the repatriation of five people to their home countries for further medical treatment. The lack of advanced medical treatment equipment continues to remind us of the difference in facilities that we take for granted in our home countries and lack of those facilities available in Nepal.

BD:29

In the area of secondments to existing HMG related or non-government organisations, much time and thought must be given to the area of support to secondees. To date other than the Leprosy Mission, the Institute of Medicine and the Tribhuvan University, secondments have been to companies which are UMN related, therefore the needs of UMN expatriate personnel have been met. A new category of people is developing of former UMN personnel going to HMG organisations independent of the arm of UMN which will provide a valuable input of Christian values through these people. A special "associate member" status should be considered to allow them to continue to be a part of UMN and enjoy the fellowship and support offered to appointees directly involved in UMN projects (eg. Bible study groups, annual conference, newsletters etc.)

Future plans include addressing such issues as a better Nepali staff relations section endeavouring to narrow the gap between the expatriate and Nepali Personnel in the policy of employment. This is a fairly major and important task that will require a close working relationship with the new Staff Representative/Management Advisory Group and the Personnel Policy Committee. One other area to be looked into is the strengthening of the integration of the Headquarters Project with the various departments in the area of personnel management and policies to consolidate the way forward in changing Nepal.

K Smith
October 1990

S C H E D U L E

Location: Vishakha Hall, Blue Star Hotel, Kathmandu

Sunday, November 18

6.00 pm Opening Dinner
7.30 pm Opening Meeting and Bible Study

Monday, November 19

8.30 am Bible Study
9.15 am Plenary Session
10.30 am Coffee/Tea Break
11.00 am Plenary Session
12.15 pm Visiting Speakers on Changing Political Situation and
 Human Rights in Nepal
1.00 pm Lunch
4.00 - 2.00 pm Plenary Session
3.30 pm Coffee/Tea Break
2.00 - 4.00 pm Panel on Nepali Churches
3.00 - 5.00 pm Small Group Discussions
6.30 pm Dinner
8.00 pm Adjournment

Tuesday, November 20

8.30 am Bible Study
9.15 am Plenary Session
10.30 am Coffee/Tea Break
11.00 am Plenary Session
12.30 pm Visiting Speaker: The Honourable Minister for Home,
 Mr Yog Prasad Upadhyaya
1.00 pm Lunch
2.00 pm Plenary Session
4.00 pm Coffee/Tea Break
4.15 pm Plenary Session
6.00 pm Meeting Closes

B

INFORMATION TO DELEGATES OF
THE UMN BOARD OF DIRECTORS 1990

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

Enclosed you will find the schedule of the meetings. Your host/hostess will be able to help you with matters concerning meal times and other practical matters. If you have any other queries, please see Gareth Wardell who will be happy to help you. Please, do not hesitate to ask.

TIMING AT MEETINGS

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

NEPALI CURRENCY

Travellers cheques may be cashed legally at the Blue Star Hotel reception counter. Be sure to ask for, and retain, an official exchange certificate. This is necessary if you wish to recharge money on departure. The UMN office is not allowed to cash any personal or travellers cheques for you personally.

OUTWARD AND DOMESTIC BOOKINGS

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

Mr Pravin Rimal of Mayura Travels has kindly agreed to handle all delegates' international flight reconfirmations. He will be available at a desk near the Vishakha Hall during morning and afternoon coffee/tea breaks and will be happy to deal with any queries you may have regarding international travel.

If you have not paid for them earlier, payment for plane or bus tickets ordered by UMN may be made to Lori Ortman from our Accounts Office at the coffee break at 10.30 am on Tuesday, November 20.

MEALS AND CHARGES

For those staying in the UMN guesthouses or private homes, there will be a flat rate charge of NRs 100 per day, applicable during the period November 18 - 20 (and appropriate earlier dates for members of Executive and Finance Committees). We would request you to kindly remit the total amount to your host/hostess before you leave. There will be no reduction for any meals eaten elsewhere.

If you are staying in Kathmandu before or after this period, the charge will be NRs 345 per day per person. This is the normal rate, and the reduced amount only applies to Board members during the period of the official meetings.

On Sunday evening, November 18, and Monday evening, November 19 dinner will be provided at the Blue Star Hotel, and also lunch on Monday and Tuesday for Board members.

(P T O)

PRACTICAL MATTERS

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

NAME TAGS

We would appreciate it if you would please wear your name tag during the meetings. This helps our new members and all of us to get to know one another more easily if identification is readily seen. (We would like to thank Mrs Margot Longley for all her hard work in producing these beautifully written name tags.)

TRANSPORTATION

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

UMN BOARD OF DIRECTORS
November 18 - 20, 1990

C

M E M B E R S H I P

A) Member Body Delegates

Assemblies of God	Mr.	Jerry Parsley	<i>Carpet</i>
Baptist Missionary Society	Miss	Joy Knapman	
Church of Scotland	Rev Dr	John Munro	
Christian Church (Disciples)	Rev	Eric Gass	
Church Missionary Society, Australia	Rev	David Claydon	
Church Missionary Society, UK	Mr	Malcolm Warner	(Absent)
Church of North India	Rt Rev	John Ghose	(Absent)
Church of South India	Rt Rev	M Mani	
Committee for Service Overseas, Germany	Mr	Christoph Dehn	
Danish Santal Mission	Mr	Jorgen Norgaard Pedersen	
Evangelical Free Church of Finland	Miss	Riitta Siikainen	(Absent)
Evangelical Lutheran Church of America	Rev	Warner Luoma	
Finnish Evangelical Lutheran Mission	Rev	Paavo Kilpi	
Gossner Mission	Dr	Hanns-Uve Schwedler	
Interserve	Mr	Richard Clark	
International Techn Assistance Group	Mr	Danny Martin	
Japan Antioch Mission	Rev	Minoru Okuyama	(Absent)
Japan Overseas Christian Medical Cooperative Service	Dr	Kenjiro Narato	
Korean Christian Medico-Evangelical Association	Dr	Hyong Ho Kim	
Mennonite Board of Missions	Mr	Ronald Yoder	
Methodist Church, UK	Rev	Akuila Yabaki	
Mennonite Central Committee	Mr	Ed Martin	
Methodist Church in India	Bishop	K Samuel	
Norwegian Himal-Asia Mission	Mr	Einar Kippenes	(Absent)
Örebro Mission	Mr	Erling Wennemyr	
Presbyterian Church, USA	Dr	Victor Makari	
Presbyterian Church in Canada	Mr	Glen Davis	
Presbyterian Church in Ireland	Rev	Terry McMullan	
Presbyterian Church Synod, Mizoram	Rev	Lianbuanga	
Regions Beyond Missionary Union	Mr	Brian Chilver	
Swedish Free Mission	Miss	Barbro Carlsson	
Swiss Friends for Missions in India & Nepal	Mr	Fredi Grob	(Absent)
Tear Fund UK	Rev	David Applin	
United Church of Canada	Mr	Jack Lakavich	
United Church of Christ in Japan	Rev	Kimijima Yozaburo	
United Methodist Church	Dr	Sarla Lall	
Wesleyan Church	Dr	Rebecca Bibbee	
World Concern	Mr	Terril Eikenberry	
World Mission Prayer League	Mr	Charles Lindquist	

B) Representatives of the Christian Church in Nepal

Dr	Rajendra Rongong	
Mrs	Mannu Rongong	(Absent)

[As per November 13, 1990]

C) Coopted Members

International Nepal Fellowship	Dr	Bill Hawes
Leprosy Mission	Dr	Wim Theuvenet /
Nepali Staff Representative	Mr	Pradip Failbus
Nepali Staff Representative	Mr	Laxman Prasad Ghimire
	Mr	Duman Thapa

D) Ex-Officio Members

Executive Director	Mr	Edgar Metzler
Treasurer	Mr	Lynn Miller
Acting Personnel Secretary	Mr	Keith Smith
Education Secretary	Mr	David McConkey
Assistant Education Secretary	Mr	Mark Keller
Acting Engineering & Industr Dev Secr	Mr	Trevor Durston
Health Services Secretary	Dr	Tjerk Nap
Assistant Health Services Secretary	Dr	Mona Bomgaars
Rural Development Secretary	Mr	Jim Alexander
Asst Rural Development Secretary	Mr	Stan Freyenberger
Education Department Representative	Dr	Alan McIlhenny
Engineering & Industrial Dev Dept Repr	Mr	Ben van Wijhe
Health Services Department Repr	Dr	Bob Gsellman
Rural Development Department Repr	Mr	Henk Ymker
Annual Conference Representative	Mrs	Corry Nap

E) Observers

Committee for Service Overseas, Germany	Mr	Klaus Baer
Nepal Christian Fellowship	Pastor	Mangal Maharjan
Nepal Christian Fellowship	Mr	Tirtha Thapa

F) Others (Staff)

Asst to Executive Director	Mr	Gareth Wardell
Secretary to Executive Director	Miss	Anna-Karin Eriksson

D

SMALL GROUPS

during UMN Board Meeting November 1990

Monday, November 19 at 5 - 6 pm

1	Bob Gsellman Joy Knapman R Lianbuang K Samuel Tirtha Thapa Ben van Wijhe (F) Ron Yoder (R)	2	Rebecca Bibbee Dilip Chhetri Terril Eikenberry Bill Hawes (R) Mark Keller (F) Jack Lakavich Jorgen Pedersen Akuila Yabaki
3	Paavo Kilpi Sarla Lall (R) Mangal Maharjan Alan McIlhenny (F) Lynn Miller Jerry Parsley Keith Smith	4	David Applin Barbro Carlsson Trevor Durston (F) Loknath Manaen M C Mani Danny Martin (R) Hanns-Uve Schwedler Henk Ymker
5	Jim Alexander (F) Klaus Baer David Claydon (R) Myong Ho Kim John Munro Charles Mendies Corry Nap Minoru Okuyama	6	Mona Bomgaars (F) Richard Clark Stan Freyenberger Warner Luoma (R) Victor Makari Terry McMullan Rajendra Rongong Tullis Hoftun
7	Brian Chilver Glen Davis David McConkey (F) Edgar Metzler Kenjiro Narato Simon Pandey Wim Theuvenet Erling Wennemyr (R)	8	Chittra Chhetri Christoph Dehn Pradip Failbus Charles Lindquist Ed Martin (R) Tjerk Nap (F) Kimijima Yozaburo

(F) Facilitator

(R) Recorder

UNITED MISSION TO NEPAL
PERSONNEL NEEDS LIST
NOVEMBER 1990

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

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

Suzanne Linnell, United Mission to Nepal, Post Box 126, Kathmandu, Nepal.

***** Grading:** The asterisks are given to indicate the urgency of filling the post. Three asterisks *** show the most urgent needs, reducing to one asterisk * showing a post is available in this area.

URGENCY

HEALTH SERVICES:

*** **DENTISTS**
for work in UMN's Dentistry and Oral Health Programme which includes both clinical and community dentistry, teaching and supervision of dental assistants.

*** **RADIOLOGIST**
is needed as a consultant, based in Patan Hospital (138 beds) in the Kathmandu Valley but also available for professional supervision of the radiology departments in the other 3 UMN Hospitals in the hills of Nepal.

*** **LABORATORY TECHNICIAN (Medical Technologist)**
is needed with broad general laboratory experience, prepared to undertake supervisory and training duties for a laboratory with low level technology in Tansen Hospital situated in the hills west of Kathmandu. Experience in bacteriology is essential.

*** **NURSE SISTER (OR)**
The Tansen Hospital (100 beds) needs a nurse with OR experience to head the OR nursing team. The Operating Rooms are presently being rebuilt and by 1991 we expect to have 4 surgeons working in this Hospital. The number of operations performed last year was 4800.

** **PATHOLOGIST**
experienced in histo-pathology, and able to set up a histopathology department in Patan Hospital.

** **PAEDIATRICIAN (for one year July 91 - July 92)**
To work together with our senior Nepali Consultant in Patan Hospital, while our expatriate consultant is on home leave. Patan Hospital is a 130 bed hospital located in Kathmandu valley.

** **COMMUNITY HEALTH PROJECT DIRECTOR**

The Palpa Community Health Project is addressing health and health-related needs in the area around Tansen Hospital. Population of the District + 250,000. There are 54 employees. The present Director will be leaving in June 1991 and we need a new Director with experience in Community Health in a Developing Country preferably in Asia.

RURAL DEVELOPMENT:

*** **TRAINING SPECIALIST**

The Rural Development Centre in Pokhara needs someone to coordinate the overall training undertaken in its 5 professional areas namely Animal Health, Horticulture and Agronomy, Rural Income Creation, Forestry and Tree Planting, and village water systems. The post will support and train staff trainers, oversee the planning of training programmes, oversee the evaluation of training programmes, and maintain contact with the Nepal Government and NGO's operating in Nepal.

*** **COMMUNITY AND INDUSTRIAL FORESTERS**

Two positions: community forester calls for the postholder to act as an advisor to village based, community participative forestry programmes. The programmes commenced will arise out of the community's agenda. Training and motivation skills are emphasized. The industrial forester position is for a person to engage in managing an industrial forestry scheme that is community participative.

** **TEAM LEADER/PROJECT DIRECTOR**

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

ENGINEERING AND INDUSTRIAL DEVELOPMENT:

*** **ELECTRICAL ENGINEER/CONSULTANT**

To work on the design and development of village level industries aimed at the end use of low power electricity. Also to act as consultant for village electrification schemes. Innovative skills needed and must be willing to travel to sites.

*** **INDUSTRIAL TRAINING CONSULTANT**

A senior position to give advice to an apprenticeship training centre in Butwal which offers mechanical and electrical training in local industries. Experience in apprenticeship training essential, in curriculum, teaching, and preferably administration.

*** **COMPANY MANAGER**

To fill a senior position in a company involved in the design, construction, and operation of mid range (1-15 MW) hydro power stations.

** **MECHANICAL ENGINEER/CONSULTANT**

To work in the design and development of appropriate equipment for village use eg. food processing, water power, wind power. Innovative skills needed.

** **RESEARCH AND DEVELOPMENT MANAGER**
Experienced manager with strong technical background for a senior managerial position in research and development of appropriate technologies for rural use.

** **MANAGEMENT/MARKETING CONSULTANT**
To advise and assist various industries (mostly engineering and hydropower) in the development of effective management systems and marketing techniques. Experience in management at a senior level is essential.

** **TRAINING CONSULTANT/MANAGER**
To set up a new training department to run training courses for village people to use new equipment and technologies. Training experience preferred; administrative skills needed; must be willing to travel to sites.

EDUCATION:

*** **PRIMARY TUTORIAL TEACHERS**
Experienced primary school teachers to teach small groups (4-12 children) of primary aged mission children, of varying nationalities, in some of our rural and urban project areas. The medium of instruction is English.

*** **ENGLISH TEACHER (Gandaki Boarding School, Pokhara)**
Person needed for this English-medium Regional School to teach up to class 12 (18 year olds) boys and girls. On-the-job training of Nepali staff also involved. Ability in extra-curricular activities an advantage.

** **LIBRARIAN**
A person is needed with librarianship qualifications and experience to act as consultant/trainer for various UMN projects. Will involve training and follow up of Nepalis in basic librarianship. Based in Kathmandu. Needed Jan 1991.

ADMINISTRATIVE PERSONNEL:

*** **BUSINESS MANAGERS/ACCOUNTANTS/ADMINISTRATIVE OFFICERS**
with experience, able to train and supervise staff. For work in administration at various projects (small/medium hospitals, construction sites, rural centres, schools) and UMN related industries. The training of Nepali staff is a key responsibility in these assignments.

** **TEAM LEADERS/PROJECT DIRECTORS**
To lead small teams of up to 5 or 6 Expatriate postholders together with Nepali staff, in the rural areas of Nepal. Teams may be multi-disciplinary or centered around a particular sector such as non-formal education, rural development, rural electrification, health etc. Administration and personnel related skills are essential as is an understanding of relating to community needs.

** **DONOR AGENCY COORDINATOR**
The primary focus of the post is to work closely with the Treasurer and the projects in the development and maintenance of contacts with UMN's financial partners. The work includes the preparation and submission of funding proposals, follow up of requests, and acknowledgement of contributions. Good organizational skills and communication skills, both oral and written, are needed. Previous experience in fundraising is desirable.

DENTISTS

Background

UMN's involvement in community health and development in Nepal has led to the setting up of health centers and hospitals in a variety of locations. One is the 138 bed Patan Hospital in the Kathmandu valley, and another is a 100 bed Hospital situated near Tansen Town 200 km west of Kathmandu in the foothills.

Each hospital has a well equipped dental surgery which provides the base for curative, preventive and promotive dental care in the town areas and surrounding district at an appropriate level according to the policies of the Hospital Board and the WHO recommendations for Nepal.

Suitably qualified national staff are scarce and therefore training is important. We would like to do more by way of developing teaching material as well as getting involved in national training programmes for dental assistants.

Job Description

Post holders will be expected to treat both emergency and routine patients in the hospital dental department and to assist the Department Head in the day-to-day operations including smooth patients flow, good hygiene standards, maintaining equipment and supplies and ordering.

They will provide education and training to Dental Auxiliary personnel and may be expected to help in developing a Dental Health Teaching Programme for Community Health Staff, schools, and the general public. Other tasks may include developing visual aids for teaching, oral health survey work and visiting health posts and schools as required for teaching, treatment and surveys.

Person Description

Post holder should possess a Bachelor level qualification in dentistry and/or dental surgery and have had at least 1 year experience in their home country.

A willingness to commit oneself for at least 2 years but preferably more is essential.

He/she must be able to work in a team setting and be willing to work hard with the ability to help and relate to people. He/she must be able to teach people of differing educational backgrounds

November 1989

DNTST

RADIOLOGIST - PATAN HOSPITAL

Background

Patan Hospital, which is situated in the Kathmandu valley, is a 138 bed general hospital having general medicine, general surgery, gynecology/obstetrics, and pediatric services. It has a general laboratory for clinical microscopy, blood banking, biochemistry, bacteriology, histopathology, and cytology.

The Department of Radiology has two machines 300mA 90 and 115KV and one portable 35mA, 24 hours. It also has an excellent general purpose Ultra Sound machine with 3.5 and 5 and 7.5 MHz transducers.

Job Description

The duties of the post holder will include performing conventional radiological procedures; administrative organisation of the department and the supervision of radiographers.

He/she will be required to train staff, as appropriate, and be able to offer a consultative service to the Ultrasonographer, and to UMN hospitals.

Person Description

The post holder should have a post graduate qualification in Radiology, and preferably have had some experience in the administrative organisation of such a department.

He/she must have the ability to get along with persons of different cultures and ideas, and tolerance for technicians with less training than those in advanced countries. He/she must be able to learn the local language, at least sufficiently to communicate at a simple level. Ability and adaptability to cope with difficulties in supplies etc. is essential. No particular undue physical stress is required.

May 1990

RAD-PH

LABORATORY TECHNICIAN (TECHNOLOGIST)

Background

UMN's involvement in community health and development in Nepal has led to the setting up of health centres and hospitals in a variety of locations. One such is the 100 bed Tansen Hospital in Palpa District. It has a laboratory with low level technology, and a blood bank. UMN has decided to upgrade the present laboratory service, especially in the area of bacteriology and prepare and train national staff. Suitably qualified national staff are scarce, and must therefore be trained by a competent medical technologist.

Job Description

The post holder must be prepared to undertake supervisory duties needed for the laboratory. He/she will help up-grade the present laboratory, and prepare and train staff, especially in bacteriology techniques.

He/she will, together with the Nepal Head of Department, look after the day to day running of the laboratory, and plan and manage its service for the hospital. In-service training for all levels of laboratory staff will be his/her responsibility. At present there are no culture facilities, this needs to be initiated and staff trained to enable them to take responsibility for this in the future.

Person Description

The post holder should have a Bachelors-level (or equivalent) training in Laboratory Science and a broad general laboratory experience, and also experience in Bacteriology. He/she will be responsible to the Medical Director and/or the Laboratory Department Head. He/she will be required to help in decision making of all lab affairs in consultation with senior staff, if necessary. He/she will also be expected to help employ lab staff, in cases where authority has been delegated for this purpose.

November 1990

LAB-TECH.TAN

Ward Sister (Operating Room)

Background

In addition to its involvement in community health activities UMN is also running several hospitals in Nepal. In these hospitals we strive to provide continuing secondary level surgical care. The number of operations performed in Tansen in the last reporting year was 4795. The operating rooms of the Tansen Hospital are presently undergoing major reconstruction to improve efficiency. The present operating room nursing in-charge will need a replacement in early 1991.

Job Description

The post holder will be responsible for the smooth running of the Operating Room and be involved with the OPD-Minor Operating Room.

He/she will be responsible for the nursing and related staff of the department and be responsible to the Nepali Nursing Superintendent.

He/she must be able to train staff at all levels through in-service education. Working alongside a Nepali counterpart is an important feature of the long-term plan for this post.

Person Description

Post holders should normally possess a Registered Nurse qualification as well as post-basic training and experience in operating room nursing. Proven ability to teach practical skills is an asset.

He/she must be able to work in a team setting relating to people from diverse cultural backgrounds.

The heavy surgical workload in Tansen often necessitates prioritizing. The post holder needs to be able to advise the Chief of Surgery on appropriate levels of care and workload.

April 1990

WRDSTR.TAN

PATHOLOGIST - PATAN HOSPITAL

Background

Patan Hospital, which is situated in the Kathmandu valley, is a 136 bed general hospital having general medicine, general surgery, gynecology/obstetrics, and pediatric services. It has a general laboratory for clinical microscopy, blood banking, biochemistry, bacteriology, histopathology, and cytology.

Job Description

The post holder will be required to work primarily in histopathology and cytology, but should have a reasonable knowledge of microbiology, chemical pathology, hematology and immunology.

He/she will be responsible for the administrative organisation of the department and the supervision of staff in technical work, including quality control of tests carried out. Training of staff in appropriate aspects of pathology will be required.

The post holder will liaise with clinical units and offer a consultative service to other hospitals, particularly UMN.

Person Description

The post holder should possess a post graduate qualification in pathology, and preferably have had administrative experience in the organisation of such a department and the training of staff in various aspects of pathology.

He/she must have the ability to get along with persons of different cultures and ideas, and tolerance for technicians with less training than those in advanced countries. He/she must be able to learn the local language, at least sufficiently to communicate at a simple level. Ability and adaptability to cope with difficulties in supplies etc. is essential. No particular undue physical stress is required.

May 1990

PATHL-PH

PEDIATRICIAN - PATAN HOSPITAL

Background

UMN is involved through funding and provision of expatriate personnel in Patan Hospital (138 beds). The hospital is located in Kathmandu Valley and serves both the Urban as well as the rural population of Lalitpur district as well as people from elsewhere. All basic specialities are represented including paediatrics. The paediatric department is headed by a Nepali senior consultant with whom the expatriate pediatrician works together.

Job Description

To provide in- and out-patient paediatric hospital care for 1 year from July 1991 - July 1992, during the home leave of the regular pediatrician. Training of junior doctors and paramedical staff is an integral part of the job.

Person Description

The post holder would need to have a major post graduate qualification in paediatrics. A good measure of flexibility is needed. He/she needs to be able to work in a team setting and be willing to work hard.

Being a short termer, the post holder will need to be prepared to work in a foreign culture and language without being able to spend a lot of time on language study and cultural orientation. There will be a heavy reliance on the help of bilingual hospital staff for the day to day communication with patients.

October 1990

PAED-PH

Community Health Project Director

Background.

The Palpa Community Health Project works within part of Palpa District, West Nepal, addressing the health and health-related needs of a population of about 45,000. In doing so the project works with defined communities using the prevailing administrative infrastructures and channels, as well as with selected communities on a user-group basis through a non infra-structural approach. Functional area's covered are: health, drinking-water, agriculture, and non-formal-education. More detailed project information is available on request.

Job description

The post holder will direct and supervise the work of the Project in accordance with overall UMN purposes and policies. He/she will relate to and cooperate with relevant local government authorities and line-agencies. Preparation of plans, budgets, reports and statements for presentation to UMN central administration is an important feature of the job.

He/she will be responsible for continuing on the job training and in-service education of staff and for training selected staff for leadership positions, and for personnel management (\pm 50 staff members).

Person Description

The post holder should be a registered nurse, an MBBS doctor or have a comparable qualification. In addition to his/her basic qualification he/she should have at least three years work experience in community health development as well as administrative experience. Further qualifications in community health are an asset.

Work experience in a developing country is essential (preferably in Asia).

Communication skills as well as a commitment to community participation are important work traits.

He/she must be able to work in a team setting relating to people from diverse cultural backgrounds.

April 1990

COMH-DIR

UNITED MISSION TO NEPAL
TRAINING SPECIALIST, RURAL DEVELOPMENT CENTRE
POKHARA

JOB DESCRIPTION

1. Background

The Rural Development Centre is based in Pokhara, a town 200 km west of Kathmandu, but has a branch in Tansen. The centre has been providing technical, advisory and training services to UMN projects in the areas of:

- Animal health
- Horticulture and Agronomy
- Forestry
- Water Systems
- Income Generation

It is in the process of moving toward a primary focus on being a training organization, and widening its "market" beyond UMN projects. The Training position is needed because the majority of RDC staff, while technically trained, have little or no formal trainer training. They need the support of a training specialist.

2. Job Description

This job involves finding ways to guide, support and train RDC's technical trainers in the whole training process-

- Determining training needs
- Programme planning and development
- Materials development
- Programme presentation
- Evaluation

It involves helping coordinate the programmes of the different sections, and in the marketing of the programmes.

The job will involve getting to know the staff development needs of RDC's staff and developing both formal and informal ways to meet these needs.

3. Person Description

The person needs to have ability and experience in adult education, and in skills orientated training. They need to be able to listen to, build and maintain relationships with training staff (both expatriate and Nepali). Acquiring good standard of Nepali language will be important (Language lessons are taken after arrival). The ability to influence and train others will be based on earning trust, and credibility, not formal authority. The person should be interested in community development work, and be able to spend up to 20% of their time in remote areas guiding follow-up programmes.

April 1990

TRNG-SPE.PKH

FORESTER JOB DESCRIPTION

Background

Foresters are recruited primarily to work in projects which have a teamwork approach to community needs. This means that the projects may also have health work, agricultural work, irrigation work, non-formal education work, etc, going on at the same time. The forester will be working to serve as part of this team of people who are committed to meeting the needs of villagers (usually farmers). Some foresters, especially those with experience, may be assigned to the Rural Development Centre where they will work as trainers for farmers and forest technicians.

Local conditions and team size, will vary from place to place; but in general the work is hard, involving tramping over hills, a simple diet, little or no transport facilities and simple housing, possibly with no running water or electricity. Some situations will be easier, but each candidate needs to be ready for an assignment in primitive conditions. In addition to this, small team size in some areas means that a person must sometimes be able to supervise the work of several components in addition to forestry. For example, the forester in a small, remote team may be responsible also for supervising agricultural work, using the advice of consultants who would visit occasionally.

Job Description

Duties may include planning, budgeting, and training on nursery establishment. The person would also be involved in non-formal motivation and education of villagers, covering such subjects as selecting, planting, protecting and managing the use of either community or individually owned plantations. This will vary according to project needs and objectives.

The scope of UMN involvement at present is not so much afforestation, but rather private tree planting and assistance in establishing nurseries. We also enable local farmers to receive training, usually by organising training courses locally or by arranging for farmers to visit other forestry projects. UMN is also beginning to work in agroforestry (especially with fodder and fruit trees) and is looking at opportunities involving watershed management. There is a growing emphasis on forests managed by local users, i.e. Community Forestry. Help is needed to plan, organise and implement such programmes.

Principle Relationships

Foresters will mainly relate to villagers and become a part of their struggle in a resource depleted environment. Most important is the attitude of involvement as a resource person, motivator, educator, student, and friend. The emphasis is not only on the academic qualifications, but also on experienced people putting their knowledge to work in different situations; seeking to communicate ideas and sharing skills, either by word or by demonstration.

Foresters are also responsible for overseeing the work of project Nepali staff, and therefore some management skills will be required.

August 1990

FRS-COM.RDC

Butwal Plywood Factory
Industrial Forester/Forestry Advisor.

1. Background

Butwal Plywood Factory was set up by the United Mission to Nepal to help develop industry and displace imported Indian plywood. To secure a stable long term supply of timber an industrial orientated forestry programme was set up in 1984 on 130 ha of land. The aim was to test out plantation techniques with intercropping, to develop suitable species of trees, and to pioneer the concept of managed forest which would provide timber for industries.

The Factory and forest areas are located on the plains of Nepal where the weather is sub-tropical: hot and humid for about half the year, warm and pleasant for the other half.

2. Job Description Summary

The main duties are in the area of organisation and management of existing forest areas, and seeking out and getting started in new forest areas. This requires a lot of travel, and liaison with government departments and other institutions involved in forestry in Nepal and India. The person will work closely with Nepali foresters and other Nepali staff.

The other main area is the supervision and planning of nursery trials to find suitable tree species for growing on the plains of Nepal using intercrop techniques - and for trials for different intercrop possibilities. The forestry programme is beginning to move into extension work using poplar trees.

3. Person Description

The person should have a degree in forest management and should be experienced in commercial forestry. This job requires some drive and a good deal of management skills. The person should also be willing to acquire some understanding of forest research, especially trial plot layout, in order to understand the project.

The person (and their family) should be able and willing to live in a hot, semi-tropical climate.

November 1990

BTWL-PWF.FRS

DEVELOPMENT AND CONSULTING SERVICES

Electrical Engineer/Consultant

I. Background

A. Development & Consulting Services (DCS) has 3 sectors:

- Civil Engineering/Materials Technology
- Electro-Mechanical Engineering/Installation
- Training/Services/Management Consultancy.

DCS focusses on the development of technology and technological services/consultancy. The aim is to work on the basis of the industrial center in Butwal and to reach out towards establishing small rural industries thus strengthening the overall industrial development of Nepal. The activities include development, training, installation and follow-up/consultancy.

Major areas have been on biogas (now fully handed over), small water turbine driven mills, rural electrification, fibre concrete tiles and food processing. DCS is seeking to establish itself as a major institute of technology and to build up a good team of Nepali staff.

DCS is located at the edge of the terai (plains) and the climate is hot/humid about half the year and cool/pleasant the other half. It is linked with engineering industries and an apprenticeship training centre in which UMN has been involved for 26 years. DCS has a Nepali staff of 50-60 and between 5-10 expatriates.

B. Electrification of villages in Nepal using water turbine powered generators of up to 100 KW is an area of development which is rapidly growing. The DCS programme has developed a whole package for electrification including control, transmission, house wiring, tariff systems, and some end uses like food drying and cooking. Emphasis for the future will be on developing new end uses for villages and trouble shooting existing installations.

C. The Electrical Engineer will be required either to work as a consultant to a Nepali department manager, or to lead the programme.

II. Job description

- A. To assist the installation programme with the design of electrification schemes, particularly at the larger end of the range. (up to 100 kw)
- B. To investigate possible end uses of electricity, particularly for rural industries.
- C. To adapt, and if necessary design appropriate equipment; to assist in the establishment of industries using the equipment.
- D. To train Nepali counterparts.

III. Person description

This person must be able to lead this programme and therefore should be technically competent at least to degree level in electrical or electronic engineering. He/she will also be expected to do some administrative (e.g. budgets) and supervisory work if necessary.

It is preferred that he/she has some experience (2 - 3 Years min.) in design and development work and must be practically inclined, and capable of original thought.

The job involves some field trips so he/she must be prepared for some travel.

The person (and their family) should be able and willing to live in a hot semi-tropical climate.

BUTWAL TECHNICAL INSTITUTE

Industrial Training Consultant

1. Background

Butwal Technical Institute (BTI) is an apprenticeship training centre, providing industry based training. Training is given for 4 years, mainly in the following trades:

Welding
Machinist
Electrician
Cabinet maker

The trainees are placed in companies, and training is given while the trainees are working on production, according to curricula set by BTI. In addition theory classes are given outside working hours. The success of the training therefore depends on close cooperation between BTI and the industries, and the ability to motivate production supervisors who are involved in daily work of the trainees. In addition to the 4 year craftsman training, a 2 year programme provides training to machine operator level. BTI is located on the edge of the Nepal terai (plains), and the climate is hot. It is part of an industrial complex comprising engineering and wood based industries.

2. Job description

The major responsibilities are:

- a. to advise on improvements and new developments in the training programme;
- b. to support strengthen and help motivate supervisors in industries who are acting as instructors;
- c. to assist related industries to assess their training needs, and advise on means of satisfying them;
- d. to support the staff of BTI so that they may continue the development of training.

3. Person description

The person should have extensive experience of industry based training, particularly in its management and planning. The ability to build relationships is essential.

The person (and his family) should be able and willing to live in a hot, semi-tropical climate.

April 1990

IND-TRCN.BTI

BUTWAL POWER COMPANY

Senior Manager

1. Background

Butwal Power Company is a Private Limited Company registered in Nepal which has United Mission to Nepal as majority shareholder. By entering into agreements with the Government of Nepal, UMN through its involvement in BPC, is able to undertake involvement in hydropower development and rural electrification with BPC serving as owner and manager of these projects. One of BPC's current projects which is the Jhimruk Hydro and Rural Electrification Project, composed of a 12 MW hydropower station, and a rural electrification scheme using new low cost methods of distribution, and promotion of end uses of electricity.

A separate division, BPC Hydroconsult, undertakes feasibility studies and design of hydropower and irrigation schemes.

2. Job description

This position carries major responsibility for management in the Company. Main duties include overseeing the administration of the company, and liaisoning with Government and other organizations. A major responsibility will be to oversee the recruitment and training of Nepali personnel to fill senior posts in the company.

3. Person Description

The post holder should possess a Degree level qualification. The person required for this post will have considerable management experience, preferably in a field related to the major activities of BPC. Work experience in a developing country is desirable, and willingness and ability to adapt to local conditions is essential.

October 1990

SEN-MNGR.BPC

DEVELOPMENT AND CONSULTING SERVICES
Mechanical Engineer/Consultant

I. Background

A. Development & Consulting Services (DCS) has 3 sectors:

- Civil Engineering/Materials Technology
- Electro-Mechanical Engineering/Installation
- Training/Services/Management Consultancy.

DCS focusses on the development of technology and technological services/consultancy. The aim is to work on the basis of the industrial center in Butwal and to reach out towards establishing small rural industries thus strengthening the overall industrial development of Nepal. The activities include development, training, installation and follow-up/consultancy.

Major areas have been on biogas (now fully handed over), small water turbine driven mills, rural electrification, fibre concrete tiles and food processing. DCS is seeking to establish itself as a major institute of technology and to build up a good team of Nepali staff.

DCS is located at the edge of the terai (plains) and the climate is hot/humid about half the year and cool/pleasant the other half. It is linked with engineering industries and an apprenticeship training centre in which UMN has been involved for 26 years. DCS has a Nepali staff of 50-60 and between 5-10 expatriates.

B. The Research and Development Workshop has the goal to develop machinery and equipment which will be of use to farmers or small rural industries.

Current projects include several pieces of equipment, some already at an advanced stage others just ideas as listed below:

Low-head Hydraulic Ram Pump for Irrigation - New Project
High-head Hydraulic Ram Pump for Drinking Water - Nearly finished

Manual Operated Rice Huller - Some work to be done
General Rice Hulling Research - Much work to be done
General Oil Pressing Research - Start of 3 yr. development project

Pelton Turbine Research - New Project
Sawdust Briquetting Equipment - Possible New Project.
Food Drying Equipment - Much work still to be done.

The Workshop also provides technical advice to other UMN projects and consultancy to outside workshop.

II. Job description

The job involves designing and developing mechanical equipment for e.g. grain processing, water pumping, small industrial development or rural industries. The position involves taking full responsibility for one or two items of equipment, and seeing them through from concept, to design and manufacture of prototype, and field testing. The job may involve field trips. It may also involve programme administration. Training of Nepali counterparts will be an important function.

III. Person description

This person should be qualified to degree level or equivalent in mechanical or agricultural engineering with a good practical background. Some experience in the development of machinery would be preferable. Agricultural experience is an advantage but not essential.

The person (and their family) should be able and willing to live in a hot, semi-tropical climate.

DEVELOPMENT AND CONSULTING SERVICES

Research and Development Manager

1. Background

a. Development & Consulting Services (DCS)

DCS focusses on the development of technologies for small industries in Nepal. The approach used has been both to develop the technologies, and to promote their use; promotion has been done either through establishing separate organisations (e.g. companies), or through training of Nepali entrepreneurs, or by its own installation programme. Major emphases have been on bio-gas, small turbines and mills, rural electrification, and cement fibre tiles. It is seeking to establish itself as a major centre for this type of work, and to build up a good team of Nepali staff. DCS is located at the edge of the Nepal Terai (plains), and the climate is hot. It is linked with engineering industries and a training centre in which UMN has been involved for 25 years. There is a Nepali staff of about 50, and up to 10 expatriates.

b. The Research and Development Manager is in charge of all R & D related activities in the organisation in the fields of mechanical, electrical, and building technologies.

2. Job description

The job involves the management and leadership of all research and development activities in DCS. This will include using human and financial resources in the most efficient way to achieve the developmental objectives; leadership training and encouragement of staff; and contacts with other agencies and government departments.

3. Person description

The person needs to be qualified at least to bachelors degree level in an engineering or science discipline. He should have about 8-10 years experience in his technical specialty but the ability to understand a broad range of technical issues. He should have at least 3-5 years at supervisory or management level, and willing to take on a challenging leadership position.

The person (and their family) should be able and willing to live in a hot, semi-tropical climate.

April 1990

R/D-MNGR.DCS

DEVELOPMENT AND CONSULTING SERVICES

Management/marketing Consultant

1. Background

a. - Development & Consulting Services (DCS)

DCS focusses on the development of technologies for small industries in Nepal. The approach used has been both to develop the technologies, and to promote their use; promotion has been done either through establishing separate organisations (e.g. companies), or through training of Nepali entrepreneurs, or by its own installation programme. Major emphases have been on bio-gas, small turbines and mills, rural electrification, and cement fibre tiles. It is seeking to establish itself as a major centre for this type of work, and to build up a good team of Nepali staff. DCS is located at the edge of the Nepal Terai (plains), and the climate is hot. It is linked with engineering industries and a training centre in which UMN has been involved for 25 years. There is a Nepali staff of about 50, and up to 10 expatriates.

b. The Management Consultancy Programme aims to strengthen and assist the management of UMN related and other companies. In doing this the programme offers training and seminars, as well as responding to requests for advice.

2. Job description

The job will involve liaising with companies and offering consulting advice when requested, setting up and running training courses (short and long term courses), making links with Nepali companies and organisations in Butwal and developing ways of offering advice in management, and in sales and marketing. The concept of marketing is one that especially needs to be actively pursued.

3. Person description

The person should be qualified to degree level and needs to have general training in management or marketing. Several years experience is required, preferably at a senior level.

The person (and their family) should be able and willing to live in a hot, semi-tropical climate.

October 1990

MA-MARCO.DCS

DEVELOPMENT AND CONSULTING SERVICES
Training Consultant/Manager

1. Background

A. Development & Consulting Services (DCS) has 3 sectors:

- Civil Engineering/Materials Technology
- Electro-Mechanical Engineering/Installation
- Training/Services/Management Consultancy.

DCS focusses on the development of technology and technological services/consultancy. The aim is to work on the basis of the industrial center in Butwal and to reach out towards establishing small rural industries thus strengthening the overall industrial development of Nepal. The activities include development, training, installation and follow-up/consultancy.

Major areas have been on biogas (now fully handed over), small water turbine driven mills, rural electrification, fibre concrete tiles and food processing. DCS is seeking to establish itself as a major institute of technology and to build up a good team of Nepali staff.

DCS is located at the edge of the terai (plains) and the climate is hot/humid about half the year and cool/pleasant the other half. It is linked with engineering industries and an apprenticeship training centre in which UMN has been involved for 26 years. DCS has a Nepali staff of 50-60 and between 5-10 expatriates.

B. DCS training activities will be increasing, and therefore it is planned to set up a new training department to organise and coordinate the training needs of DCS including internal staff training.

In the past training has been given to operators and owners of micro water turbine mills and electrification units; to manufacturers in electronic controllers and in low power consumption cooking pots; to entrepreneurs in fibre concrete roofing tiles; to operators of hydraulic ram pumps; plus internal staff training. There has also been involvement in technician level and supervisory level training in local associated organisations.

2. Job description

To improve and promote the concept of training methodology within DCS so that technical staff are more equipped to train in their technical areas. This will be by working with a Nepali Training Officer.

To manage specific training programmes eg. Computer Training, Technician Training.

To liaise with relevant local and national organisations in developing new training opportunities in the area.

Depending on qualifications and experience, to offer consultancy to local large/medium industries in personnel development.

3. Person description

This person should be qualified to degree level in personnel administration, education, or a relevant technical area (plus experience in personnel or education). Their background would probably be relating to training in a technical environment or could be training/personnel orientation in other fields.

The person (and their family) should be able and willing to live in a hot semi-tropical climate.

JOB DESCRIPTION

PRIMARY TUTORIAL GROUP TEACHERS

BACKGROUND

UMN is involved in a range of Development projects throughout Nepal, in remote rural areas, regional centers, and in Kathmandu, the national centre. In most of these projects UMN has set up Tutorial Groups to cater for the educational needs of primary-aged children (5-11 yrs). The groups are run by a local management committee, staffed by a qualified teacher, assisted by parents. The groups vary in size (between 3 and 10 approximately), children of different ages, nationalities and educational backgrounds. Some groups use the childrens' own correspondence material, others prepare their own curriculum. Basic text books are normally obtained from overseas, but supplemented with locally bought material.

Most of the groups are in rural areas where living and working conditions are simple and basic.

JOB DESCRIPTIONS

Specific responsibilities include:

1. Taking full or shared responsibility in the education of a group of missionary children, and in the general administration of the group.
2. Ordering and/or purchasing books and equipment locally or from overseas.
3. Checking the work of local staff (eg. sweeper, gardener).
4. Arranging for repair and maintenance of school premises, through appropriate project personnel.
5. Reporting to the local Management Committee and the UMN Education Secretary.

PERSONNEL DESCRIPTION

The nature of the job and variety of children require a person who is flexible adaptable and creative. In most cases, the person will need to be able to live and work in a more remote area, living within a small expatriate team.

Primary school teacher training and experience is essential, especially in teaching basic skills to the lower primary level (5-7 years).

JOB DESCRIPTIONS

Post Title : Associate Head of English Department

Institution: Gandaki Boarding School

Location : Pokhara, Nepal

Reports to : GBS Principal

Background

The Gandaki Boarding School was originally begun by the UMN as a boys boarding School in 1966. More recently in 1985, it became the first Regional School in Nepal. As such it provides a high standard of education in English medium, good residential facilities and in 1986 became co-educational. Classes are from class 4 (10 years old) to 12. Classes 11 and 12 will be introduced over the next couple of years using the newly planned Higher Secondary Education curricula. UMN provides a small number of expatriate personnel to assist in attaining an international standard of education.

Job description

- a) To be responsible, with a Nepali counterpart, for the running of the English Department. Note that GBS is an English-medium, co-educational high school.
- b) To develop or adapt suitable curricula, syllabi and methods for teaching to the Higher Secondary School level.
- c) To work closely, in partnership with other members of the English Department, and to train, supervise, encourage and direct them (This will lead to an eventual handover to Nepali staff).
- d) To give leadership also in the development of appropriate extra-curricular activities, both within a normal school day and also in field activities.
- e) To be responsible for the ordering of teaching - learning materials for the English Department.
- f) To carry out teaching and other regular duties, as given by the Principal, in the normal running of the school.

Person Description

The person should have a Bachelors (or Masters) degree and teaching experience at the high school level, in English subjects. TESL training and experience would be an advantage. Work experience in a boarding school and experience in Asia are both desirable, but not essential. The person should have the ability to train and work in partnership with other staff and be willing to be fully involved in the life of the boarding school. Ability in extra-curricular activities eg. sports, craft, music, drama would be beneficial.

CONSULTANT LIBRARIAN

Background

Library and information resources for UMN personnel have gradually been developing and small work-related collections of books have been established in many of the UMN projects. In 1981 a library was set up at the Rural Development Centre, Pokhara, and in 1987 the former UMN Health Services Library widened its scope to become the UMN Central Library, based at UMN HQ.

Well used libraries have also been established in UMN related institutions, including Patan Hospital, the Nursing Campus, the UMN Training and Scholarship Office, the Gandaki Boarding School, Pokhara, and the Karnali Technical School, Jumla. Consultant Librarian postholders have assisted in the development of these libraries, and priority has been given to training local staff in the various locations.

In the country as a whole, librarianship is not well advanced, and many opportunities exist for training and professional input outside UMN in the wider context of educational and information resource development in Nepal.

Job Description

The Postholder will be responsible for overseeing missionwide library and information provision to UMN personnel, both expatriate and Nepali. He/she will purchase stock for the Central Library and supervise its services and organisation. The Consultant Librarian will be involved in training local staff in Library skills as well as in library user orientation/education.

The Postholder will assist in the development of library resources and the acquisition of materials, their organisation and exploitation in other UMN projects and in UMN related institutions.

As time permits, he/she will assist in the development of libraries and librarianship outside UMN, and in formal and informal training of local personnel as appropriate. Liaison with libraries in other institutions, government and non-government organizations, etc. in order to cooperate in the sharing of resources will be required.

Person Description

The Postholder should have a professional qualification/degree in librarianship together with rounded work experience, preferably in academic and/or special libraries.

A flexible and adaptable approach is essential for coping with widely varying work and living situations, and limited resources. An interest in teaching/training in library skills is essential, and experience in formal training would be an advantage. He/she should be willing to travel, and spend periods of time in projects, some in remote areas.

The ability to work on own initiative in a professionally isolated situation, and to identify and respond to opportunities for new involvement, would be required. The Postholder should be able to form good working relationships with both library staff and users in each location and for this a reasonable ability in Nepali will need to be attained.

CONS-LIB

BUSINESS MANAGERS/ACCOUNTANTS/ADMINISTRATIVE OFFICERS

Background

UMN is involved in the development of both urban and rural communities in Nepal through a number of community health and rural educational, agricultural and industrial programmes. These programmes are situated in urban and semi-remote to remote areas. UMN has its headquarters in the capital city Kathmandu. Business Manager/Accountants are required for some of these programmes.

Tasks will vary depending on the nature of the project, but in all projects there will be a need for prompt and efficient maintenance of accounts, planning and budgeting. In some cases, co-ordination with the headquarters Treasurer's office and some other departments/member organizations also will be called for.

Job Description

Business Manager/Accountants/Administrative Officer will be responsible for establishing and operating financial accounts in accordance with guidelines established by the UMN Treasurer's office, including preparation and distribution of monthly and annual financial statements, and annual programme budgets, operation of bank accounts, monthly reconciliation, collection and accounting for fees, making payments, internal audits twice yearly, and control of expenditures by a standard procedure to approve payments.

They will also manage staff under their supervision, and manage/maintain buildings and equipment. Management of personnel will involve recommending to the Project Director, appointment, promotion, and/or dismissal of Nepali staff, interpreting and applying employment policies, training other business office personnel, and interpreting UMN Committee actions.

They will maintain and manage property, by supervising the stores purchases and inventory, giving overall direction to workshops, negotiating and signing lease agreements for housing, collecting and paying rents, arranging for necessary maintenance and repairs on housing, and keeping an up to date inventory of all housing furniture and equipment. They will be members of the Project Management Committee, and the local Area Housing Committee, besides chairing the Provident and Revolving Fund Loan Committee. They will perform such other duties as negotiated with the Project director.

Person Description

The persons should have suitable qualification to degree level or equivalent in accountancy, and practical experience. They should be able to organize and train others, and to communicate in an effective way. In some cases, they will need to cope in remote/semi-remote areas. In all cases, a good business head, with planning and budgeting strengths will be major criterion, along with flexibility and the ability to adapt to an Asian environment, as appropriate. Skills in dealing with employee queries, grievances and problems over pay and employment terms will also be necessary in most locations.

November 1990

BUN-MNGR

UNITED MISSION TO NEPAL

OVERALL REPORTS FOR 1989/1990

(Appendices to November 1990 Board Minutes)

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APPENDIX A

UMN EXECUTIVE DIRECTOR

ANNUAL REPORT 1989/1990

1. The year which ended mid-July 1990 was one of the most turbulent and fateful in UMN's 36 years. The political landscape at the end of the year was quite different than the beginning. The consequences and implications for Nepal and UMN are still unfolding. With prayerful anticipation we seek to prepare for new demands and opportunities.

2. The report on the first seven months of this year would have been written best by Howard Barclay. He and Betty concluded long years of service with UMN, and Howard's tenure as Executive Secretary, on February 18, 1990, when they left Nepal a couple weeks early for the funeral of Howard's mother, who was herself deeply involved with UMN as a stalwart prayer supporter. Howard's leadership and his and Betty's love and prayer for UMN and Nepal continue to inspire and support us.

3. February 18 was also Democracy Day in Nepal, the date the **Movement for the Restoration of Democracy** began demonstrations to abolish the partyless panchayat system. A coalition representing the Nepali Congress and the numerous Communist parties sponsored the movement and formed the interim government in mid-April after the King finally conceded. The main goals of the new government were to adopt a new constitution and hold elections by May 1991. The new constitution was expected to be promulgated by October. Meanwhile the coalition's attempts to reform the internal working of government were hampered by disputes within the coalition, extremist attempts to destabilize and the struggles of a populace attempting to balance pent-up demands with the responsibilities of the new democracy.

4. The campaign for democracy created considerable **social and economic dislocation**. The government's repressive response resulted in extensive loss of life (a commission is still attempting to assess the number). Strikes and curfews added to the tensions during these couple months. Some UMNers, including children, witnessed violence almost at their gates. No one was harmed during this period and there was little actual disruption of project work. But the uncertainty, constant rumors, and difficulty of communication in Nepal added considerable stress, especially for families.

5. Another uncertainty was the delay in concluding a new **general agreement** with the government. Despite continued assurances from officials that there would be no difficulty, it wasn't till the first week of April that the draft agreement was cleared by all the relevant ministries. Then the government changed and we had to start over again! Again we were assured that the government would want to continue cooperation with UMN's development efforts. To allow for a new round of clearances, a six month extension of the agreement was granted until November 25, 1990. By the end of the fiscal year in mid-July, the new ministry approvals were almost completed. But as of this writing (9 October) the final hurdle has not been cleared.

6. This year, Annual Conference was an especially significant event. The stresses mentioned above, combined with the cancellation of last year's conference due to the border dispute with India and the accompanying fuel shortage, increased the sense of expectancy and need. The Bible studies of Bishop John Reid of Sydney, the final farewells for the Barcleys, and the fellowship of the UMN family all served to provide a needed tonic and sense of continuity in a time of change. For the first time, senior Nepali staff were represented in the reporting sessions. We plan to increase the involvement of Nepali staff in future annual conferences, one result of an ongoing reassessment of the role of annual conference.

7. The prospects for religious liberty in Nepal became much brighter with the political changes. For the first time, Christians conducted large public rallies in the capital in April. Literature sales and distribution were expanded freely in many places. The public debate on the new constitution was dominated by the religious issue. The proposed compromise retained the identity of Nepal as a Hindu kingdom, but granted all religious groups the right to be officially recognized and establish organizations to carry on their work. The ambiguous reference prohibiting conversion remains to be clarified by new laws.

8. On the economic front, the trade dispute with India damped development and caused consumer hardship. One of the first acts of the interim government was to negotiate a new understanding with India, restoring the flow of goods. The official inflation rate for the year for basic commodities was about 15 %. Labor unrest was widespread after the revolution, affecting almost every UMN project, some quite seriously.

9. The impact on UMN activities of these changes during the past year has been minimal, despite the considerable personal impact of living through the last five months of the year. The departmental reports will summarize the work that has gone ahead in education, engineering and industrial development, health services and rural development. UMN staff, Nepali and expatriate, performed well during a difficult period. As the year ended, we were challenged in various ways to more Nepali/expatriate cooperation and integration in the work of UMN.

10. The financial and personnel needs of UMN continue to be met, thanks to some hard work on the part of both UMN staff and our member bodies and donor agencies. We are especially grateful to God in this area as these resources make possible our various ministries. At the end of the year 205 of the 289 government approved posts for expatriates were filled. A welcome trend is the increase in expatriates opting for a second term, thus greatly extending the benefits of the first term investment in language and cultural and work adjustments. We have also begun to consider ways to upgrade personnel services for Nepali employees.

11. How does the past year's experience shape our agenda for the future? Some of the following will receive attention at the November Board meeting:

- a. What new opportunities may emerge due to the new political situation?
- b. How can UMN be most supportive of Nepali Christians as they respond to the challenges of greater religious freedom?
- c. What strategy for long-term service in Nepal is most expressive of our best understandings of God's mission?
- d. Are we giving sufficient priority to those in Nepal who are not reached by most development efforts: remote areas, those socially and economically marginalized, women and children, etc?
- e. In addition to the project approach, should we be looking at other ways to address the structural problems that keep people poor?
- f. How can our specialized, sectorally organized approach be altered to be more responsive to the needs of Nepali communities, which are organically integrated?

We praise God for the sense of Divine guidance and strength that has sustained us during this past year and the promise of Christ's presence always. On a personal note, Ethel and I feel greatly privileged to be here with such a marvelous mission team at such a transition time of promise and challenge for Nepal and UMN. The sense of so much prayer support from so many persons has been overwhelming and energizing!

APPENDIX B

TREASURER'S REPORT

FISCAL YEAR ENDED JULY 15, 1990

HIGHLIGHTS FOR THE YEAR

Detailed information on the financial position and results of activities of the Mission and its projects/programs is reported in the 1989/90 consolidated financial statements which in turn have been compiled from the individual project/program statements. Efforts have been made to eliminate interproject amounts which otherwise inflate the reporting of both income/revenue and expenditures.

The consolidated statements show a slight increase for the year in our unrestricted current funds. However, in achieving this result, it must be noted that the exchange rate gain (the change in value between the time foreign funds are received and the time they are expended) was more than Rs. 6.7 million this year and has been included as unrestricted revenue.

1989/90 reflects the first year results of the missionwide extraordinary salary increase which took effect at the beginning of the year. Our four hospitals, whose operating budgets are to a large extent salary related, required Rs. 13.6 million in cash operating subsidy (an increase of 72% over the previous year) while giving earmarked specifically for this purpose was Rs. 5.8 million (an increase of 5.5% over the previous year).

The capital budgets for the year have for the most part been adequately funded during the year. Capital budgets were not fully met at either Tansen Hospital or Patan Hospital. Unspent capital fund balances, representing the amounts being held for approved budget expenditure, have remained stable overall.

Program budgets (restricted current funds) for the year have for the most part been adequately funded. The exception to this was the Okhaldhunga Primary Health Care and Rural Community Development Programs where longer term funding agreements are being sought.

1989/90 represents the first year that provisions for the annual increase in the Mission's gratuity payment obligation to staff has been reflected in each project/program operating statement.

Staffing at the various business offices has been adequate and both on-the-job training and formal studies at the various campuses are being encouraged. At Tansen, a senior expatriate administrative officer has been replaced by a senior Nepali administrative officer. In the Treasurer's office, the Assistant to the Treasurer was replaced (expatriate) and the Administrative Secretary (expatriate) was replaced by a Nepali.

LOOKING AHEAD

Budget allocation, funding, and controlling/monitoring are three major functions of financial management. As we look at these functions on a missionwide scale several comments can be made.

Additional work needs to be done to strategically plan and prioritize the allocation of our corporate financial resources so that resource allocation can be done in a more controlled way.

As we discuss the proposed movement towards supporting local Nepali organizations more work needs to be done to identify the role and form of financial support to such organizations.

With a decreasing amount of our funding coming as contributed services by our member/sending bodies, we must carefully think through the implications on overall funding. There is more pressure on cash funding needs since in most cases expatriate personnel are being replaced with Nepalis. There is less funding available through per capita grants contributed by member/sending bodies.

Are member bodies prepared to finance the costs of salaries and projects after their personnel have left? The findings from a questionnaire sent to member bodies a year ago indicate that reduced costs to member bodies due to sending fewer workers to Nepal will not be passed on to the UMN but will likely follow the shifting of personnel to a new location (country) of work. As a result, if history repeats itself, it is also likely that present project funding levels will decrease over time. With alternative funding sources, there likely will be a shift from long term to short term involvements with a greater sympathy towards capital inputs rather than recurring operating budgets.

More work needs to be done to identify the indicators that mark the financial health of the organization. Presently, work is being done to identify overall reserve fund requirements. Also, trends and financial indicators are being identified and analyzed in our hospitals.

It is likely to be some years before our hospitals can be integrated into the national health care program. The future financial path which is sustainable has yet to be achieved. Can we work with government in determining whether the long term future is to be that of a private institution or run by government? If they are to be private, we must begin now to find ways to plan for their long term financial viability.

The next twelve to eighteen months will bring significant transitions in a number of our project business offices with the leaving of several expatriate administrative officer/business managers. Most will likely be replaced by Nepali staff. An active search to promote existing staff and the recruitment of others is underway.

UNITED MISSION TO NEPAL
Consolidated Balance Sheet

15th July 1990

(All figures are in NRs.. \$1 U.S. = NRs. 29.10)

15/7/89

15/7/90

170,864.110	Fixed and Other Assets	257,519.335
77,766.663	Current Assets	103,726.445
(20,377.601)	Current Liabilities	(41,544.276)
228,253.172	Net Assets	319,701.504
<hr/>		
Represented by:		
3,274,483	Undesignated Fund	3,850,850
15,811,365	Other Funds	16,081,018
43,800	Endowment Fund	43,800
7,574,663	Unspent Gifts for Capital Items	11,120,271
3,076,367	Unallocated Current Year Surplus	452,871
15,590,590	Programme Funds	18,775,811
4,013,245	UMN Related Companies Working Capital	4,668,563
178,768,659	Accumulated Capital	264,708,320
228,253,172		319,701.504
<hr/>		

Note:

1. Bank guarantees by UMN, issued and outstanding at 15th July 1990:
 - a) NHE, Rs. 160,000 Expires 6 September 1990
 - b) NHE, Rs. 171,000 Expires 6 September 1990
 - c) BEW, Rs. 750,324 Expires 8 September 1990
 - d) NHE, Rs. 210,500 Expires 16 July 1992

UNITED MISSION TO NEPAL
 SUMMARY STATEMENT OF REVENUE AND EXPENDITURE
 For the Year Ended 15 July 1990

	Revenue	1989-90 Expenditure Incr. (Decr)	
GENERAL ADMIN & APPOINTEE SUPPORT	18,102,622	12,141,265	(38,443)
LANGUAGE LEARNING	1,259,688	1,308,875	(49,187)
HEALTH SERVICES	58,651,777	55,277,704	3,374,073
EDUCATION	21,316,217	17,489,149	3,827,068
ENGINEERING & INDUSTRIAL DEV'L	99,806,599	99,053,858	752,741
RURAL DEVELOPMENT	5,807,154	7,042,580	(1,235,426)
	204,944,257	198,313,431	6,630,826
UNALLOCATED SURPLUS	452,871		452,871
GRAND TOTALS	205,397,128	198,313,431	7,083,697

NOTES:

1. Revenue and expenditures include recurring, capital, and program budgets. Amounts needed to balance recurring budget shortfalls have been allocated and are included as revenue.
2. A total of Rs. 17,108,159 representing interproject activities has been eliminated from project-reported revenue and expenditure.
3. Total revenue includes Rs. 14,406,792 as Personnel Contributed Services (PCS) and Rs. 22,776,770 of other revenue generated within Nepal.
4. Expenditures include Rs. 52,220,964 of recurring expenditures, Rs. 138,166,938 of program expenditures, and Rs. 7,925,529 of capital expenditures after interproject eliminations have been made.

DETAIL OF UNALLOCATED SURPLUS FOR 1989-90

Grants Available For Recurring Budgets	7,512,407
Foreign Currency Exchange Rate Gain	6,752,871
Interest Income	4,060,635
	18,425,913
Funds Allocated To Recurring Budgets	
General Admin and Appointee Support	1,998,560
Health Services	15,468,344
Education	384,223
Engineering & Industrial Dev'l	9,312
Rural Development	114,603
	17,973,042
Unallocated Surplus 1989-90	452,871

PER CAPITA GRANTS

Grants From Member Bodies	
Assemblies of God, USA	28,200
Saptist Missionary Society, UK	640,396
Christian Church (Disciples), USA	58,721
Church Missionary Society, Australia	448,311
Church Missionary Society, UK	281,000
Church of North India	15,554
Church of South India	16,800
Committee for Service Overseas, West Germany	219,160
Church of Scotland	81,784
Danish Santal Mission	191,155
Evangelical Free Church of Finland	41,929
Evangelical Lutheran Church in America	221,600
Finnish Evangelical Lutheran Mission	238,995
Gossner Mission, West Germany	110,650
Interserve	3,410,200
International Technical Assistance Group	130,648
Japan Antioch Mission	63,120
Japan Overseas Christian Medical Cooperative Service	57,200
Mennonite Board of Missions, USA	346,567
Mennonite Central Committee, USA	303,953
Methodist Church of India	—
Methodist Church, UK	350,910
Norwegian Himal-Asia Mission	254,585
Orebro Mission, Sweden	449,190
Presbyterian Church in Canada	51,971
Presbyterian Church Synod, Mizoram	—
Presbyterian Church in Ireland	140,515
Presbyterian Church, USA	171,600
Regions Beyond Missionary Union, UK	300,300
Swedish Free Mission	82,200
Swiss Friends For Nepal	27,600
Tear Fund, UK	311,300
United Church of Canada	(45,014)
United Church of Christ, Japan	53,770
United Methodist Church, USA	161,700
Wesleyan Church, USA	27,700
World Concern, USA	281,150
World Mission Prayer League, USA	487,162
Korea Christian Medico-Evangelical Association	28,500
PCGs Receivable	390,435
Less PCG's outstanding at previous year end	(972,292)
Per Capita Grant Sharing Fund	87,300
Other Per Capita Grants	621,421
 TOTAL PER CAPITA GRANTS FOR 1989-90	 10,177,346

STAFF REPORT 1989-90

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

From Member Bodies

Baptist Missionary Society, UK	ABU	1,577
Christian Church (Disciples), USA	ABU	151,205
Church Missionary Society, Australia	ABU	341,138
Church Missionary Society, UK	ABU	327,954
Danish Santal Mission	ABU	427,080
Evangelical Lutheran Church in America	ABU	282,249
Finnish Evangelical Lutheran Mission	ABU	12,710,000
Gossner Mission, West Germany	ABU	1,052,057
Interserve	ABU	430,628
Japan Overseas Cooperative Service	ABU	25,600
Mennonite Board of Missions, USA	ABU	4,989
Methodist Church, UK	ABU	21,590
Norwegian Himal-Asia Mission	ABU	89,175,710
Orebro Mission, Sweden	ABU	11,180,230
Presbyterian Church in Canada	ABU	80,485
Presbyterian Church in Ireland	ABU	419,551
Presbyterian Church, USA	ABU	2,454,116
Regions Beyond Missionary Union, UK	ABU	1,202
Swedish Free Mission	ABU	546,862
Swiss Friends For Nepal	ABU	33,163
Tear Fund, UK	ABU	4,743,257
United Church of Canada	ABU	1,435,014
United Methodist Church, USA	ABU	1,993,769
World Mission Prayer League, USA	ABU	177,987

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ABU

ABU

From Other Donors

Bread For The World, West Germany	ABU	1,585,172
Christoffel Blinden Mission, West Germany	ABU	386,920
Hope International	ABU	592,308
ICCO, Holland	ABU	5,350,047
International Ministries, American Baptist Churches	ABU	426,500
International Technical Development Group, UK	ABU	443,178
Leprosy Mission International	ABU	174,508
Norwegian Church Aid	ABU	2,069,923
Tear Fund, Australia	ABU	1,678,299
Wilde Sanzen	ABU	747,356
World Council of Churches	ABU	118,841
Other Donors	ABU	3,518,808

ABU

ABU

TOTAL 1989-90 GIFTS/GRANTS RECEIVED

145,619,115

PTB

ABU

DISTRIBUTION OF GIFTS/GRANTS

Mental Health & Drug Abuse Prevention Programme	250.430
Forestry Programmes	2,492.332
Tansen Hospital	2,508.427
Palpa Community Health Programme	2,498.814
Amp Pipal Hospital	249.700
Gorkha Community Health Programme	636.207
Okhaldunga Hospital	955.930
Okhaldunga Community Health Programme	28.600
Nursing Campus - Recurring	1,693.766
Nursing Campus - Capital	414.055
Patan Hospital	3,350.218
Lalitpur Community Development & Health Programme	9,365.765
Leprosy Work	174.508
Jumla Project	4,495.747
Training & Scholarship Programme	4,206.764
Student Financial Assistance Programme	1,827.726
Development Communications Productions	170.400
Business School	39.049
Gandaki Boarding School	6,506.471
Kathmandu Internat'l Study Center	30.672
Development & Consulting Services, Butwal	28.348
Butwal Technical Institute Expansion Programme	2,142.275
DCS Rural Electrification Programme	443.178
Rural Development Center, Pokhara	1,239.326
RDC Horticulture and Agronomy Support Programme	284.530
Andhi Khola Hydel and Rural Elect. Programme	16,869.594
Jhimruk Hydel and Rural Elect. Programme	70,117,979
Andhi Khola Project	955,725
Andhi Khola Irrigation Programme	592.308
Surkhet Project	1,525.172
Okhaldunga Rural Development	236.395
Earthquake Relief and Rehabilitation	3,093.481
Other funds including undesignated gifts	317.408
Medical Assistance Fund, General	1,707.231
Medical Assistance Fund, Patan Hospital	1,436.161
Medical Assistance Fund, Tansen Hospital	1,855.376
Medical Assistance Fund, Amp Pipal Hospital	427.744
Medical Assistance Fund, Okhaldunga Hospital	391.306
 TOTAL DISTRIBUTION OF 1989-90 GIFTS/GRANTS	 145,619.115

UNITED MISSION TO NEPAL
1989/90 Revenue and Expenditure Detail

	Total Income	Total Expenditures	Recurring Fund Incr (Decr)	Unspent Capital 15/7/89	Unspent Capital 15/7/90	Programme Fund 15/7/89	Programme Fund Balance 15/7/90
GENERAL ADMINISTRATION AND APPTEE SUPPORT (POG Funded)							
Missionwide Support Project	3,585,102	12,813,971	(9,226,945)	470,430	468,512		
M S P Guesthouses	1,170,015	1,432,729	(254,713)				
M S P Healthcare	158,348	163,672	(5,324)				
M S P Vehicles	325,665	359,800	(34,135)				
Jumla Area Services	43,633	107,420	(83,482)	(25,695)	(6,000)		
Pokhara Area Services	89,761	323,075	(253,314)				
Jhimruk Area Services	0	104,350	(104,350)				
Tatopani Area Services	0	0	0				
Surkhet Area Services	5,990	32,259	(26,359)				
Lalitpur Area Services	0	67,050	(67,050)				
Palpa Area Services	102,203	595,155	(498,289)	0	5,317		
Palpa Guesthouse	360,499	382,182	(17,143)	10,000	5,460		
Gorkha Area Services	112,372	312,071	(222,722)	53,745	76,768		
Gorkha Guesthouse	34,083	35,012	(323)				
Okhaldunga Area Services	19,037	140,106	(121,069)				
Okhaldunga Guesthouse	7,877	16,077	(8,200)				
Butwal Area Services	0	371,548	(371,548)	86,712	86,712		
Butwal Guesthouse	254,424	339,710	(5,296)	100,000	19,980		
Andhi Khol Area Services	24,316	85,621	(61,305)				
Per Capita Grants	10,177,345	0	10,177,345				
Alloc for Capital Items	0	723,783	(723,783)				
SUBTOTAL	16,458,538	18,495,591	(1,998,560)	895,192	556,749	0	0
Interproject activities	(354,326)	(354,326)					
GEN ADMIN & APPTEE SUPPT TOTALS	16,104,262	18,141,265	(1,998,560)	895,192	556,749	0	0
LANGUAGE (to be funded by Language Fees)							
Language and Orientation	1,206,248	1,231,331				347,363	322,290
Language Consultant	35,250	70,793					(25,543)
Palpa Language	10,000	4,000		0	6,000		
Butwal Language	8,190	2,751					5,439
LANGUAGE TOTALS	1,259,688	1,308,875	0	0	6,000	347,363	292,176
EDUCATION							
Development Commun. Prod.	220,340	220,340		0	0		
Jumla Project	6,572,445	6,240,010				1,825,703	1,958,138
Training and Scholarship	8,200,513	8,096,007				3,974,349	4,078,855
Business School	458,993	603,536	(170,783)	1,275	15,500		
Seconded Workers	108,000	142,768	(34,768)				
NFE Support	175,534	345,221	(170,687)				
Librarian Consultancy	46,548	46,548	0				
Gandaki Boarding School	6,917,810	3,571,993				2,003,349	5,379,251
SUBTOTAL	22,746,783	19,297,338	(1,808,223)	1,275	15,500	7,603,401	11,416,244
Interproject activities	(1,808,189)	(1,808,189)					
EDUCATION TOTALS	20,931,994	17,489,149	(184,223)	1,275	15,500	7,603,401	11,416,244
RURAL DEVELOPMENT							
RDC Administration	911,402	939,539				736,018	707,887
RDC Income Creation	274,794	210,395				234,703	299,107
RDC Farm	440,321	440,321				0	0
RDC Animal Health	1,090,494	831,914				162,628	421,208
RDC Horticulture/Agronomy	411,793	510,953				211,729	112,574
RDC Water Systems	393,627	350,965				31,648	84,308
RDC Treeplanting/Forestry	367,391	532,404				119,453	(45,560)
Performing Arts Troupe	0	74,554	(74,554)				
Madhubasa Land Reclamation	0	40,049	(40,049)				
Okhaldunga Rural Dev'l	594,027	2,160,383				0	(1,566,253)
Burkhet Project	2,123,747	1,866,158				415,179	872,768
SUBTOTAL	8,607,507	7,957,636	(114,603)	0	0	1,901,363	665,937
Interproject activities	(915,056)	(915,056)					
RURAL DEVELOPMENT TOTALS	5,692,551	7,042,580	(114,603)	0	0	1,901,363	665,937

UNITED MISSION TO NEPAL
1989/90 Revenue and Expenditure Detail

	Total Income	Total Expenditures	Recurring Fund	Unspent Capital	Unspent Capital	Programme Fund	Programme Fund
			Incr (Decr)	Gifts 15/7/89	Gifts 15/7/90	Balance 15/7/89	Balance 15/7/90
HEALTH SERVICES							
Putan Hospital	5,149,970	9,764,664	(5,702,557)	891,623	1,379,486		
Unsino Campus	1,005,795	3,131,740	(1,772,344)	149,928	(203,673)		
UNP Lalitpur	10,319,971	9,579,752				2,047,502	2,688,721
Mental Health & DAPP	594,500	1,030,578				757,262	321,164
Nutrition Consultancy	94,418	165,046	(70,628)				
Trained Health Workers	249,265	250,241	(1,976)				
Oral Health	8,460	12,510	(4,050)				
Medical Supplies Department	10,553,848	9,453,516				230,026	1,330,358
Bio-Medical Maintenance	134,136	148,534	(14,398)				
Tansen Hospital	14,146,330	20,578,401	(5,379,053)	5,281,618	4,229,400		
Palpa Workshop	0	0	0				
Palpa Community Health	2,819,262	3,237,079				403,779	(14,044)
Gorkha Hospital	2,519,381	4,502,493	(1,772,144)	389,233	178,259		
Gorkha Community Health	455,908	862,856				708,122	301,174
Gorkha TB Control Support	380,663	122,132				0	258,537
Gorkha Project Support	499,037	482,738	0	(473)	45,825		
Gorkha Workshop	391,007	301,493	0	15,906	105,420		
Okhaldunga Hospital	4,869,748	1,866,483	(748,324)	76,359	4,027,038		
Okhaldunga Primary Health	115,490	1,039,223				(315,307)	(1,239,040)
SUBTOTAL	57,306,195	66,398,466	715,853,347	6,803,194	10,361,755	3,831,378	3,646,890
Interproject activities	(11,120,762)	(11,120,762)					
0 HEALTH SERVICES TOTALS	48,185,433	55,277,704	(15,466,344)	6,803,194	10,361,755	3,831,378	3,646,890
ENG & INDUSTRIAL DEV'L							
21 Butwal Project Admin	160,000	164,046	(9,312)	75,000	80,266		
22 Butwal DCS/TTIO	9,695,129	9,110,932				179,880	764,077
23 BPF Forestry Programme	873,631	1,028,722				3,438	(149,554)
29 Butwal Technical Institute	1,377,231	3				0	1,377,231
30 Jhimruk Khola Hydel	70,717,979	70,717,979				0	
31 Andhi Khola Hydel	17,552,464	17,552,464				0	
32 Andhi Khola Drinking Water	710,500	514,602				352,122	548,020
33 Andhi Khola Irrigation	737,298	1,843,307				1,347,161	241,152
34 Andhi Khola Resource Cons.	334,848	546,861				130,589	(81,421)
35 Andhi Khola Administration	392,488	261,726				52,925	93,587
36 Andhi Khola Vehicles	153,536	133,035				(59,028)	(38,527)
55 SUBTOTAL	102,707,381	107,963,675	(9,312)	75,000	80,266	2,007,087	2,754,562
Interproject activities	(2,909,817)	(2,909,817)					
51 ENG & INDUSTRIAL DEV'L TOTALS	99,797,287	99,053,858	(9,312)	75,000	80,266	2,007,087	2,754,562
52 GRAND TOTALS	185,711,527	198,313,431	(17,973,042)	7,574,661	11,120,271	15,690,592	18,775,811

APPENDIX C

PERSONNEL DEPARTMENT

OVERALL REPORT 1989/1990

The Personnel Department has continued to provide input and advice on a range of issues affecting expatriate and Nepali personnel missionwide. The department acts as the main link between UMN and the member bodies regarding their appointees on the field, in addition to handling the recruitment and processing of all new expatriate personnel. This past year we have processed 33 adults and 17 children through the Language and Orientation Programme to their respective programmes. A great deal of time and effort is required for the smooth transition from one culture to another and all the practical details that go with it.

Recruitment of new expatriate personnel continues to be a long process due to the demand for specific qualifications by the different government ministries to ensure posts can not be filled by a Nepali national before granting clearance. The screening of new candidates by member bodies has been good for the most part with some problems surrounding medical clearance that will need to be addressed in the near future.

An increase in visa-related paperwork required by the government has added considerably to work levels as the department has continued to handle all UMN visas and trekking permits. All official visas have now been renewed up to November 26, 1990 and now as we approach this time new visa application forms are near completion when the General Agreement is signed.

The Training and Development Manager has now been in the post for twelve months. This period has been spent getting to know the organisation and making the Training and Development function known. Most Projects have been visited, and a range of small training courses and workshops (eg. Project Director's Meetings, Community Development Workshops) have been organised. More recently, a seminar on Labour Relations was organised to help management to have a better understanding of handling such problems that are bound to increase rather than decrease in the mission. On the basis of this familiarisation period, CC has approved a list of Training and Development priorities for the next twelve months which seeks to balance the actual delivery of Training Programmes and services, with the development and implementation of policy proposals that will improve the way UMN trains its staff.

One full-time and two part-time counsellors have been in the post during the year. A number of trekking/holiday events have been organised for those wishing to take part, and most projects have received at least one visit from a counsellor. In addition, one of the part-time counsellors has began work on addressing the particular needs of spouses within the mission.

The Personnel Department continues to be grateful for the valuable input to expatriate care given by the Medical Coordinator with the help of various consultants. The Medical Coordinator post is being filled temporarily at present. However, it is planned to fill the post permanently later in the year. In the past several months we have faced some serious medical problems with our expatriate personnel, resulting in the repatriation of five people to their home countries for further medical treatment. The lack of advanced medical treatment equipment continues to remind us of the difference in facilities that we take for granted in our home countries and lack of those facilities available in Nepal.

In the area of secondments to existing HMG related or non-government organisations, much time and thought must be given to the area of support to secondees. To date other than the Leprosy Mission, the Institute of Medicine and the Tribhuwan University secondments have been to companies which are UMN related, therefore the needs of UMN expatriate personnel have been met. A new category of people is developing of former UMN personnel going to HMG organisations independent of the arm of UMN which will provide a valuable input of Christian values through these people. A special "associate member" status should be considered to allow them to continue to be a part of UMN and enjoy the fellowship and support offered to appointees directly involved in UMN projects (eg. Bible study groups, annual conference, newsletters etc.)

Future plans include addressing such issues as a better Nepali staff relations section endeavouring to narrow the gap between the expatriate and Nepali Personnel in the policy of employment. This is a fairly major and important task that will require a close working relationship with the new Staff Representative/Management Advisory Group and the Personnel Policy Committee. One other area to be looked into is the strengthening of the integration of the Headquarters Project with the various departments in the area of personnel management and policies to consolidate the way forward in changing Nepal.

APPENDIX D

HEADQUARTERS PROJECT

ANNUAL REPORT 1989/1990

1. Summary

1989/1990 has been a year of major changes both on a national level and within the United Mission to Nepal.

- Within UMN events of note have included the handover to a new Executive Director and the six month extension of the existing General Agreement. (See below for further details.)
- High expectations among the population following the change of government have been marked by a wave of industrial/labour unrest and high wage demands which have had direct repercussions for UMN. A staff union has been formed among Headquarters staff and various requests have been submitted to management.
- A new Staff Representative/Management Advisory Group has been established to advise the Personnel Policy Committee on matters affecting terms and conditions of employment.

2. Project Description

UMN Headquarters is located in Thapathali, Kathmandu and is responsible for coordinating the mission's work throughout Nepal. In addition to the coordination of projects and programmes within Nepal, HQ acts as the main link between UMN's member bodies and supporters around the world, particularly in connection with personnel and finance. The Executive Director is supported in his leadership role by members of the Coordinating Committee (CC) comprising the Secretaries of the Health, Education, Engineering & Industrial Development and Rural Development departments, in addition to the Treasurer and Personnel Secretary.

3. General Activities

- Monthly meetings of the CC, providing overall coordination to the work of the mission.
- Liaison with member bodies, funding agencies and other supporters regarding personnel, finance, information and prayer.
- On-going contact with various ministries of HMGN concerning agreements/visas and in order to maintain and strengthen UMN/HMG relationships.
- Provision of support to UMN projects through visits, consultation and advice and by organising seminars and training events as appropriate.

4. Project Activities

4.1 The Executive Director's Office

The new Executive Director arrived in Nepal in October and after several months of language and orientation study and a brief period of handover time, he took up his responsibilities on 1 March 1990.

The CC has held full meetings on a monthly basis in addition to informal weekly reporting sessions to ensure effective communication within UMN's leadership.

Regular contact with Government officials has continued and much effort has gone into seeking a renewal of UMN's five year General Agreement with HMG. The renewal process, which was nearing completion in early April 1990, has been postponed to give members of the new interim government the opportunity for comment and input. A six month extension of the existing agreement has been signed to enable this additional consultation process to take place. No further changes to the Agreement are anticipated and the Executive Director's office continues to push for a renewal of the Agreement as soon as possible.

4.2 The Treasurer's Office

This office is responsible for: the coordination of all funding requests and correspondence with funding agencies, preparation of consolidated budgets and financial reports, cash flow management and day to day contact with CC members and UMN projects/programmes over financial matters.

The Systems Analyst (who reports to the Treasurer), provides advice and technical support regarding computer use throughout the mission. The computerised HO/MSP accounting system installed last year is working well. A new expatriate personnel data base has been designed and set up in the Personnel department, greatly improving the department's ability to respond to increasing demands for information from government.

4.3 The Personnel Department

This department has continued to provide input and advice on a range of issues affecting expatriate and Nepali personnel missionwide. The department acts as the main link between UMN and its member bodies regarding their Appointees on the field, in addition to handling the recruitment and processing of all new expatriate personnel.

An increase in visa-related paperwork required by government has added considerably to work levels as the department has continued to handle all UMN visa and trekking permits. All official visas have now been renewed up to 26 November 1990 and some delays are anticipated in handling the next batch of renewals at the end of the year.

The Training & Development Manager has now been in post for twelve months. This period has been spent getting to know the organisation and making the Training & Development function known. Most projects have been visited and a range of small training courses and workshops (eg Project Directors' meetings, Community Development Workshops) have been organised. On the basis of this initial familiarisation period, CC has approved a list of Training & Development priorities for the next twelve months which seeks to balance the actual delivery of training programmes and services, with the development and implementation of policy proposals that will improve the way UMN trains its staff.

One full time and two part time Counsellors have been in post during the year. A number of trekking/holiday events have been organised for those wishing to take part, and most projects have received at least one visit from a Counsellor. In addition, one of the part time Counsellors has begun work on addressing the particular needs of spouses within the mission. The department continues to be grateful for the valuable input to expatriate care given by our Consultant Psychiatrist and Medical Coordinator. The Medical Coordinator post is being filled temporarily at present. However, it is planned to fill the post permanently later in the year.

5. Department Secretaries

The four Department Secretaries and their Assistants have continued to carry responsibility for the personnel and projects in their remit. These activities are covered in detail in each departmental report.

6. Staffing

FTE Expatriates - 25 Nepalis - 9

APPENDIX E

MISSIONWIDE SUPPORT PROJECT

ANNUAL REPORT 1989/1990

Project Description

The Missionwide Support Project (MSP) established in July 1987, is located in the Headquarter's complex in Thapathali, Kathmandu. MSP brings together administratively a wide range of services offered to all UMN projects. The diversity of services offered by the project is best reflected in the number of the activities listed.

Report

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

Accounts Office has continued to keep the financial records for the MSP/HO, 200 personal accounts, 12 bank accounts and 800 other accounts, 853 individual records for the staff provident fund, as well as other business office related matters such as monthly statements, traveller's cheque, etc.

Archives department has been shifted from Nepal to UK during the year 1989/90. Betty Young is now looking after Archives from UK at the University of Edinburgh.

Central Services Department has provided support by purchasing 1,262 air/bus tickets, Rs. 1.7 million of goods to the projects, shipping 108,655 kgs of freight on trucks and charters, travelling a total of 37,725 km in 4 vehicles, arranging import licenses, new vehicle registration books and licenses and renewals, renewing 85 insurance policies, organizing 26 truck trips, as well as arranging for advertisements, and other government liaison works.

Guesthouses had 15,518 overnight stays, bed occupancy 59%, which included LOP students, UMNers staying in Kathmandu for work or holidays, and official visitors to UMN. Comparing last year the bed occupancy figure is down slightly because of the political unrest.

Library has added 660 volumes to its stock widening the subject coverage. 135 volumes of books and 3,000 items of 50 different titles of Health Education materials were ordered and supplied to the projects. 100 periodical titles were regularly received.

Mailroom continued to sort a steady flow of 202,478 pieces of outgoing and incoming mail, 657 overseas parcels, and increasing numbers of internal correspondence to the projects and their personnel.

Mechanical Maintenance continued to give missionwide support with specialized technical assistance eg. in the areas of vehicle repairs and maintenance, generator repairs, computer repairs, etc.

Office Services have provided support to the various departments in Headquarters and MSP for their stationery, photocopying, duplicating, telephone, telex, circular distribution and other secretarial needs as required. The fax line was brought before the end of the year.

Open House Clinic has provided emergency services, vaccination, and post natal care for the expatriates.

Publication Office produced several booklets on various aspects of the work done by UMN, and updated UMN brochures. The Publication Office also worked with the Executive Director's office issuing News Releases.

Public Relations Office has continued to arrange for the meeting of returning Appointees from furloughs, receiving the official visitors and preparing itineraries for them.

Valley Housing has maintained the UMN properties in Kathmandu and renegotiated leases on 99 houses and 12 new leases. The Nepali maintenance team has been working on a regular routing of repair and maintenance.

Expatriate FTE: 8
Nepali FTE: 67

Evaluation

The project has been successful in creating a team and broadening its existing field of activities. The feedback from the projects has been encouraging and evaluation was done for timely improvements. We tried to implement our long term plan of Nepalization in the different departments of MSP.

APPENDIX F

EDUCATION DEPARTMENT

ANNUAL OVERALL REPORT 1989/1990

A. Summary

Good work has been done in the existing programmes with some expansion and new ideas being put into practice. Yet despite various attempts to do so, no new area of work was begun during the past year. The lack of a new 5-year General Agreement has made the Ministry of Education reluctant to process new sub-agreements. The processing of visa applications has also been slow.

Work terminated - Andhikhola Tutorial Group

An Education Seminar in July 1990 helped give good input into long-term thinking for the UMN's Education Department. The Asst. Education Secretary left unexpectedly in January, but another Appointee was able to come in March and gave invaluable help for the rest of the year.

B. Reports of Programmes

1. Gandaki Boarding School

This year (1990) all classes are English-medium, with double sections in all but classes 9 & 10. Of 460 students, 82% are boarders, 23% are girls and 30% get varying degrees of scholarship assistance, mostly from UMN. 6 of the 7 UMN posts were filled at the end of the year.

UMN has assisted in the building programme which includes classroom blocks (one completed), staff quarters and a second girls' hostel. 6 school staff have been supported for further training by UMN.

Delay in the implementation of the Higher Secondary Education programme (classes 11 & 12) has proved a frustration for the school. This is the course the National Education Committee agreed that the school should take. Having effectively three different principals during the year created some concern. There was some local agitation against the school later on in the year, but the issues were able to be resolved.

2. Jumla

The Karnali Technical School building programme is now complete (with just minor finishing off works to do) and almost all the buildings and equipment handed over to the school. There were 186 students at the school and another 35 graduated during the year. A participatory evaluation was conducted to assess the impact of the UMN project over the past 10 years. The evaluation was useful in the preparation of the draft plan for a future 4 year involvement in Jumla after May 1991. Staff shortages (both expatriate and Nepali) continued and this was a factor in the shortfall in textbook preparation compared to what was planned.

The Forestry programme continued to emphasise the motivation of village people to raise seedlings and plant trees in their localities. Staff also taught forestry in KTS.

3. Teacher Training

One teacher educator taught in the Butwal campus up to September 1989 and another in Pokhara for several months. However, because of the political situation very few classes were in session. This programme has been put "on hold" until a firm agreement is agreed with HMG.

4. Children's Education Support Programme

Tutorial Groups - Andhikhola Group closed down near the beginning of the year as it was no longer needed. This left 6 groups in various locations serving more than 50 children.

KISC - 63 students attended KISC during the year with the total at any time not exceeding 45. Facilities continue to be added and improved. External examination results (some countries only) were good. There have been a few enquiries from other countries asking information about the KISC system.

5. Business School

24 students from two batches graduated during the year from the 7 month Secretarial Science course. Standards continue to be high and graduates usually found employment fairly easily. 14 week ESL courses at 4 different levels were offered to about 200 students using newly introduced English teaching material. 2 week computer courses were also given.

6. Training & Scholarship

There are now 401 School Level Scholarship recipients, the single biggest location being Gandaki Boarding School, Pokhara. 39 General Scholarship were awarded - the low number being because the general disturbances in the country in March/April meant that the campus programmes were delayed and the second batch of awards could not be given during the year. 58 In-Service Scholarships were granted to employees from many UMN projects. Some of them were to study in overseas institutions. At the end of the year there were 70 people on in-service courses. 2 students continued their Advanced Level Scholarship studies.

Many more resource materials were added to the Scholarship Office for use by projects in seeking appropriate courses.

7. Language & Orientation Programme

The 5-month initial LOP course was conducted twice with 13 of the participants opting to live with Nepali host families during these times. Work Orientation, Village Stay, regular Orientation Lectures continued to be features of this programme. Project language teachers assisted the on-going language study of learners. We continued using LARC, under contract, for language teaching and monitored this fairly closely.

A survey of the orientation and language activities followed by recent groups was started.

8. Education Support Office

The Jumla Liaison Officer continued to provide invaluable service in the support of the Jumla Project and also assisted in other ways in the Education Department.

The Consultant Librarian was much involved in training library staff in various UMN and UMN-related projects. She also assisted in trainings for outside groups as well.

The Non-Formal Education Consultants travelled many times to various projects assisting in trainings and offering technical advice. They also were involved in post-basic literacy development and their office acted as a clearing house for a large quantity of NFE material required by the various UMN programmes.

9. Seconded Personnel

Two staff were seconded to the INF-administered DCP programme (Development Communication Productions) which produces printed and audio-visual material for both mission and non-mission programmes.

C. Agreements

Apprenticeship Training - During the year it was agreed that any follow-up of this should be done by the Engineering & Industrial Development department. In fact, when a feasibility study in the Hetauda area gave no encouragement for this idea, no further action was taken.

Teacher Training - There is still no firm response from the Ministry of Education on this, the latest reason being that there will soon be a major reassessment of all the Teacher Training in Nepal and a new plan introduced. It is likely that we may have to relook at how we can be involved in this sector, after the report is published.

Jajarkot NFE Project - This is currently being processed in the Ministry of Education.

Education Service Office - This is being processed by the Ministry of Education, but they are "holding it" until the General Agreement is signed.

D. Finance

None of the Education Projects were hampered by lack of funding during the past year. We are grateful for all the work done by the Treasurer's Office and the giving by donor agencies.

E. Personnel

Again this year, recruitment for Jumla was disappointing. This has had a direct effect on the work of Materials Development and also put more workload on a smaller team.

We have just managed with Tutorial Group Teachers, but the future does not look so good.

The Education Office was undermanned for a couple of months due to an unexpected departure, but one person was transferred temporarily as Asst. Education Secretary and this has helped tremendously.

F. Looking Ahead

The following issues need to be pursued in the coming months:

- Follow up of Jajarkot Agreement.
- Follow up of Education Service Office Agreement.
- See how UMN can be involved in Teacher Training after the nation-wide review has been carried out.
- Implement recommendations for improvement in the LOP.
- Follow up the possibility of UMN involvement in Special Education.

We realise that some of the above may prove to be slow because of uncertainties, over the next months, of future policy of HMG.

Nevertheless we press on - and pray!

APPENDIX G

ENGINEERING & INDUSTRIAL DEVELOPMENT DEPARTMENT

OVERALL REPORT FOR 1989/1990

Highlights of the Past Year

- Mobilization of work at the Jhimruk Project, in late 1989 was followed by expatriate families moving in from June 1990.
- Pilot evaluation of low wattage electric rice cookers at village level was followed by setting up an indigenous production unit for manufacture and sale of the cookers.
- Increased success in employing Nepali engineering staff.
- Plywood Factory production was restarted after being leased to a Nepali company.
- Continued extension work and training of small entrepreneurs in tiles manufacturing, small mills projects, and electrification, increasing the total number trained over the years to about 280.
- Changed political situation resulted in high labour expectations with demands and strikes affecting our work towards the end of the financial year.
- Further international collaboration in setting up distribution transformer repair and (at a later date) manufacturing technology
- Change in leadership in the Engineering & Industrial Development (EID) office in Kathmandu, resulting in formulating a new long term strategy for UMN's involvement in engineering and industrial development.

Description of Activities

Most of the EID Department's work is carried out through related organisations which have been set up by UMN, either in the form of companies or institutions. EID relates to these organisations by representation at Board level, and by seconding UMN expatriates, sometimes to the most senior position.

In addition because of its integrated link with the Andhi Khola Hydel and Rural Electrification Project, the EID Department relates directly to the Irrigation Programme and other Rural Development Programmes of the Andhi Khola Project.

Hydropower Sector:

- Butwal Power Company Ltd as the owner/manager of hydropower stations, with a design consultancy division for engineering design.
- Himal Hydro and General Construction Ltd as the civil engineering contractor for construction of hydropower and irrigation systems.
- Nepal Hydro and Electric Ltd as the supplier (through international collaboration) of electrical and mechanical equipment for the hydropower industry, working through Butwal Engineering Works Ltd as a subcontractor.
- All these companies are heavily involved in the Andhi Khola Hydel and Rural Electrification Project, and the Jhimruk Hydro Electric and Rural Electrification Project.

Training Sector:

- Butwal Technical Institute as a model of apprenticeship training using on the job training methods mostly in Butwal Engineering Works and Nepal Hydro Electric.

Research and Development Sector:

- Development and Consulting Services as a technological centre with emphasis on appropriate technology development and dissemination.
- Gobar Gas Company Ltd as a disseminator of biogas technology.

Industrial Forest and Wood Sector:

- Butwal Plywood Factory Ltd as the holding company for pioneering industrial forestry.
- Butwal Wood Industries Ltd as a manufacturer of high quality furniture and a training ground for apprentices.

Future Trends:

Much thought and discussion has gone into the formulation of the Long Term Strategy for the EID Department. This has drawn on the assumptions that UMN's main contribution is in the people it can offer, and that these people need to be deployed in ways where they can best use their God-given skills for the development of Nepal.

In order to use these limited resources in the best way we do not see any trend towards a large expansion, but rather some rationalization to bring about a more manageable department, together with ongoing support of the various sectors described above.

The only new area of involvement in the next year, will be more attention to the issue of low cost urban housing through appropriate designs and building materials as part of the activities of Development and Consulting Services.

As part of our ongoing support of existing sectors, investigation work will be carried out to consider possibilities for a hydro electric site to follow the present Jhimruk Project.

Policy Issues:

The majority of Appointees in the EID Department are seconded to UMN related organisations. Our new long term strategy reinforces this policy and makes provision for secondments to non UMN organisations e.g. government departments, as a form of support.

In this situation it is important that appointees understand their role and that they are seen to be accountable in that role.

The EID Department has revised a previously (hardly used) policy of using a contractual relationship between UMN and the concerned organisation, which clearly defines the rules under which Appointees are expected to work and how they are to be accountable.

At the same time we have strengthened the orientation of new EID Department Appointees to help them see their role as on the job trainers with a vision of building up Nepali expertise in their specialised area.

Personnel:

The Department currently has 42 full time Appointees against a post list of 62. In addition 25 wives enrich our lives and provide much needed support in part time appointments.

Our Nepali staff and contracted workers number over 750 in the various organisations, but this figure varies considerably depending on the number of daily contracted staff which are needed at any time.

HEALTH SERVICES DEPARTMENT

ANNUAL OVERALL REPORT 1989/1990

1. Introduction

The Health Services Department, one of the four functional departments within UMN, is responsible for UMN's involvement in Health and Health-related activities. This includes community health programmes, institutionalized health care, training of nurses as well as other programmes.

2. Summary of Programme Reports

2.1 Nursing Campus, UMN-Programme

This Programme offers a 3 year certificate level nurse training. The yearly intake is 40 students (10% male). Seventy percent of the 3rd year students passed their exams this year, a result that compares favourably with similar campuses. The campus functions as a branch of the Maharaigun, Nursing Campus in Kathmandu. It has been seeking recognition as an independent campus under the Institute of Medicine since 1987 but no progress was made in this regard. This year, for the first time, the campus produced more graduates than UMN needed in its own programmes. All graduates found employment. Plans are being made for building a hostel to accommodate the male students.

2.2 Community Health Programmes

All our community health programmes (CHP) were affected to some extent by the political changes in Nepal this year. One of the immediate consequences of abolishing the "Panchayat system" was a dearth of locally elected leaders to work with in the village. It is, as yet, unclear how the new "Multi-party democracy" will take shape locally.

Another important happening was the beginning of the implementation of a process of integration of all the Government Health Services. Vertical programmes (malaria eradication, family planning, leprosy control etc.) will now be integrated into the overall district health care delivery infrastructure. This has meant the appointment of Government Village Health Workers (VHW), a category of worker we used to have in our own community health programmes. All our programmes have had to make adjustments to this change. On the one hand we don't want to overlap with or duplicate the work the Government is doing, on the other hand we don't want to see old systems collapse before the new systems have proven their worth.

a. Lalitpur Community Development and Health Project

Health work continued in 28 village development areas in Lalitpur District. This included Family Planning, Mother and Child Health and Health Post activities as well as Health Volunteer training. Two VHWs were able to join Government services, five had to be dismissed whereas 13 received a changed job description and are now working in integrated health development work. Health Development work took place in seven remote village development areas. This included community participatory activities in forestry, drinking water, non-formal education, agriculture and rural industry. In Malta village area a small team started a Pilot Project with an emphasis on community initiated development.

With 135 staff in Lalitpur Community Development and Health Project (CDHP), this is our largest community health programme. In this year the need for a management review of this programme became apparent and this is now being planned for.

b. **Palpa Community Health Programme**

This programme works together with selected communities in 7 village development areas to bring about health development. Preventative and curative medical care, agriculture, animal health, non-formal education and drinking water are the components of this programme. Government health posts in Palpa District were regularly visited and health post staff received training. An informal evaluation of the programme was undertaken with input from other UMN-Programmes to help future planning. The programme serves as a training ground for students from the local health auxiliary campuses. Total staff 45, this year a Nepali assistant director was appointed.

c. **Gorkha Community Health Programme**

This project serves 5 village development areas to the north of Amp Pipal Hospital. Health, drinking water and non-formal education are the main components. Relationships with the Government District Public Health Office have been very good. This enabled the transfer of all 5 VHW's of the Programme to Government Service. Total staff: 12.

d. **Okhaldhunga Primary Health Care Programme**

This Programme works mainly in 5 village development areas in the vicinity of Okhaldhunga Hospital. It works alongside a rural development programme administered by the Rural Development Department. The main activities have been in Tuberculosis control, Mother and Child Health, Volunteer training and Health Education.

Total staff: 19, towards the end of the year a Nepali Programme Co-ordinator was appointed.

2.3 Hospitals

a. **Tansen Hospital**

This 102 bed hospital continued to serve many people in West Nepal. Out-patients numbered 96,779 and In-patients were 4,956. This is slightly less than last year. A strict policy of limiting patient numbers continues to be enforced putting a lot of stress on relationships with the surrounding community.

A building programme is well under way. A new administration block is finished. Operating Room renovations and refurbishing the old administration section to provide additional ward space is in process. Eventually the number of hospital beds will increase to 125.

An amalgamation with the local 15 bed Government hospital was suddenly proposed by the Health Minister in November. However, strong protests from local people caused this proposal to be withdrawn. The number of Nepali doctors posts is increased to 5, with 5 posts presently filled. The activities of the dental department have increased considerably despite understaffing of the department.

b. **Amp Pipal Hospital**

This 53 bed hospital shows a steady level in the provision of most of its services. Outpatients 33,217, inpatients 2,056. An increase was seen in the area of mother and child health services including family planning and antenatal care. As in other hospitals, charity assessment to discern poor patients needing a discount, remains problematic.

c. **Okhaldhunga Hospital**

The present, 20 bed, hospital was badly damaged by the 1988 earthquake. A new 25 bed hospital is currently under construction. This should be finished by mid 1991. The workload is steadily increasing. Outpatients just under 16,000 (14.7% up from last year) and inpatients almost 1,300 (6.8% up from last year). A computerized outpatient information system was started. As planned, more intermediate surgery than previously is done on a regular basis.

d. **Patan Hospital**

This 138 bed hospital continues to be heavily used by people from Lalitpur District and other areas. Outpatients 154,654, inpatients 8,617. Plans to increase the hospital to 200 beds by using the top floor as ward and building new staff quarters did not materialize because the necessary funding has not been obtained yet. A nepali nursing superintendent designate was appointed. She will take over from the expatriate who is leaving next year. Towards the end of the year an ad-hoc-union-committee was formed by some of the Patan Hospital Staff. The Board needed extra meetings to deal with demands put forward by this group.

2.4 Other Programmes

a. **Gorkha Tuberculosis Control Support Programme**

This is a new programme, started this year. It is set up as a support programme to the District Public Health Office, and aims to strengthen the existing TB control services, which are supervised by the Tuberculosis Control Section of the National Tuberculosis Centre. This first year of the programme was mainly spent in gathering information on Tuberculosis and Tuberculosis control activities in Gorkha District, and in training and orientating the 2 TCSP staff.

b. **Mental Health Programme - General**

Involvement in a programme of training workshops for Paramedical Health Worker Tutors has been very encouraging. It has opened up possibilities for mental health input into paramedical curricular review.

Secondment of psychiatric nurses to the Mental Hospital and Institute of Medicine Teaching Hospital has helped to develop psychiatric nursing skills. A programme was started, in co-operation with the UMN-Training and Scholarship Programme to send Nepali nurses for psychiatric training in India.

Community Mental Health input has been through CDHP but plans are being developed for a community mental health programme in East Nepal. This programme would make use of existing Government Health Care Delivery infrastructure.

At last, after waiting five years, there has been provisional acceptance for a one-year Pilot Project in Dhulikhel Jail. Final acceptance awaits renewal of the overall Health Agreement.

Mental Health Programme – Drug Abuse Prevention Programme

In the past year the Drug Abuse Prevention Programme (DAPP) has continued to strengthen Nepali NGOs working in the field of drug abuse prevention. Activities included assistance with setting up a urine-testing facility and preparation of drug usage surveys. Perhaps the most encouraging event was the coming together of several NGOs for a Joint Pilot Project for demand reduction of narcotics to be funded by UNFIDAC (United Nations Fund for Drug Abuse Control).

Through links with "Youth Vision" DAPP has been active in urban youth development work and the plan was for DAPP to change its emphasis into that direction even more in the coming year. However, shortly after the end of this reporting year it became apparent that the present programme director will not have a successor. The coming year will now be the last year of DAPP after which the programme will be phased-out. It is encouraging to see local NGOs taking responsibility in this area, something that seemed impossible 6 years ago.

UMN-Oral Health Programme

This programme aims to pay attention to the oral health needs of Nepal beyond the dental work done through our hospitals and CHPs. The main activities in the past year have been in training of personnel from within UMN but also from external centres. Compilation and development of teaching aids continues. Information gathering is going on about the pre-malignant condition called "submucosal fibrosis". More dentists would be needed to respond to the oral health needs of Nepal.

2.5 Health Services Seconded Workers

3. Nursing Campus, Maharashtra

Currently there are two UMN nurse-tutors involved in the Post-basic nursing teaching. One with particular involvement in Community Health Nursing.

b. TOM: Medicine Campus

The doctor teaching basic sciences to MBBS students left. UMN was requested to release another doctor part-time but we were unable to meet that request. Another UMN doctor started a full-time teaching assignment under the community medicine department.

c. Leprosy Research - Anandaban Hospital

The doctor involved in this programme left but continues to be involved in the programme from his home country. The lab-technician continued throughout the year.

d Mental Health

Three of the Appointees working with the UMN Mental Health Programme are seconded on a part-time basis. A psychiatrist to the Teaching Hospital, a psychiatric nurse to the Teaching Hospital and a psychiatric nurse to the Mental Hospital.

2.6 Health Services Consultants and Support Services

a. Bio-medical Maintenance

There is a nationwide shortage of trained bio-medical maintenance technicians. This section fulfills an urgent need in our UMN institution. Apart from repairs, the section is also involved in equipment consultancy and management. In the future there will be an emphasis on training local people in this field.

b. **Medical Supplies Department**

This is a combined programme serving both UMN and INF (International Nepal Fellowship) Programmes. MSD purchases, imports and distributes medicines and medical supplies. The programme is administered by UMN. Annual sales for the year were up to 10.5 million rupees.

c. **Nutrition Consultant**

A major event was the appointment of a Nepali counterpart who joined the programme after completing a Masters Degree course in Nutrition in the Philippines on a UMN-scholarship. Project visits and other consultation were important means of strengthening the nutrition side of many of our projects, as were the appointments of nutrition-link persons in several projects.

d. **Planning, Information and Evaluation Section**

This section was established in 1986. It provides a central "Clearing House" for Government required health services information. It operates a central, computer based health service information system. It also provides advice and assistance to project managers and Health Services Office (HSO)/UMN management in various aspects of planning, monitoring and reporting. It is hoped that the staffing of this section can be strengthened in the coming year to make more time available for input in establishing ongoing systems of evaluation and reporting.

e. **Training and Manpower Advisor**

Help was given to Health Services Projects with recruitment of Nepali technical staff and finding suitable training courses for in-service training. A start was made to hand-over some of the responsibilities to the UMN Training and Scholarship Programme. In the coming year this section will be phased out and its functions taken over by already existing programmes.

f. **Health Services Office**

The co-ordination of all the Health Services work is done from the HSO. The Assistant Health Services Secretary left at the end of the year, his successor was delayed and will now be arriving mid-November. This office has no plans or budgets of its own but is part of UMN Headquarters Project.

3. **Agreements**

The Health Agreement was extended for 6 months after the 26th May, concurrent with the UMN General Agreement. Drafts of a new Health Agreement and a Patan Hospital Sub-Agreement have been submitted and discussed but await the signing of the General Agreement before they can be finalized. All visas requested for expatriate personnel have been granted in the past year, but the process is lengthy.

4. **Personnel**

With the high turnover of expatriate staff and a time-demanding recruitment procedure it remains a challenge to ensure the staffing of our projects. Some vacancies in the foreseeable future will be for: a Community Health Director, Dentists, a Radiologist, a Pathologist, a Ward Sister with Operating Room experience, and Hospital Administrative Officers. Nepalisation steadily progresses. Noteworthy in the past year are the appointments of a nursing superintendent designate for Patan Hospital, a Hospital Administrative Officer for Tansen Hospital, an assistant director for the Palpa Community Health Project, a nutrition consultant counterpart etc.

5. Finance

Funding has continued to be available for which we are grateful. The extraordinary salary increase implemented this year has had a dramatic effect on the Health Services expenditure, a large proportion of which consists of salaries (total Nepali staff more than 900!).

The subsidy for recurring hospital costs rose from 7.9 to 13.6 million rupees. Donations earmarked for Hospital work rose from 5.5 to 5.8 million rupees. The deficit needs to be funded from undesignated funds and other sources. Several hospital reports indicated that we already are in danger of leaving the poor people out by the present level of hospital fees. Increasing fees is a two sided sword. We need donors willing to give towards recurring hospital expenditure.

6. The Future

The currently approved annual and long term plans for the Health Services Programmes do not indicate major changes in the kinds of activities we are involved in.

Area's needing our attention are:

- a) We have to continue to think about ways to make our hospitals more indigenous (management, staffing, financing) in order to ensure the long-term future of these much needed institutions. We also need to strengthen the referral function of the hospitals within the overall primary health care services in the district or zone. This will be different in each location depending on local circumstances.
- b) Financing hospitals is increasingly difficult. Raising fees has its limits if we want to continue to serve the poor. Patan Hospital Board has decided to set up a sub-committee to investigate alternative ways of financing the hospital. The outcome will be of interest to the other hospitals as well.
- c) With the Nepali Government starting to implement integrated public health activities at a district level we need to reconsider the role of our CHPs. We have been combining community motivational work with health care delivery infrastructure, support work: do we continue to follow both tracks?
- d) Secondments of UMN Appointees into Government posts (mainly IOM) have been a fairly minor activity in view of the overall UMN Health work. What steps could we take to have a more major input in this area?
- e) Health Services Department has been facilitating "networking" amongst organizations involved in urban development. A 2 day seminar will be held early November involving many local organizations as well as an outside expert. No specific new programme proposal for urban development involvement of UMN has been envisaged yet.

APPENDIX I

RURAL DEVELOPMENT DEPARTMENT

ANNUAL REPORT 1989/1990

1. SUMMARY This was a year of change within the Rural Development (RD) programs. Yet there was a sense of good forward movement. Community Development workshops in November and March provided material for future RD (and others) planning. With the Department Secretary out on leave some things got held in a maintenance mode. Several new opportunities have presented themselves this year.
2. RD OFFICE The RD Secretary was on home and study leave from November on. This left a backlog of work through the year. Two Community Development (CD) workshops were organized and held in Dhulikhel (English and Nepali). Looking at helps and hindrances to staff's work in CD was instructive. A task force of eight categorized and mapped the "hindrance" areas. In the next year these will help UMN administration as it strategies its movement forward. By the end of the year arrangements were confirmed for a 5 week "training of trainers" workshop to be held at the Rural Development Centre (RDC), Pokhara. With 13 RDC participants and 12 from other UMN projects performance based training skills are being improved. A proposal for UMN to become involved in training traditional village leather product producers has come in. We are looking at the options of if and how this could fit into overall RD activities.
3. PROJECTS Within each project there is change this year. Full reports are available on Okhaldhunga, Surkhet, and the Rural Development Centre.
 - a. Okhaldhunga This is the first reporting through the RD with the trial division. With earlier motivation work through the old CHP, communities are ready to organize to utilize literacy, water, forestry and agricultural resources.
 - b. Surkhet Several senior posts have been filled with Nepalis as UMN looks towards "Nepalizing" the Bedichaur location in the next year. All sections participate actively in the non-formal education classes in a motivational and facilitating capacity.
 - c. Rural Development Centre There is major focus change as RDC moves from an internal UMN training/consultancy to a wider NGO/user groups training emphasis. Discussion continues with the Social Services National Coordinating Council (SSNCC) about working through them.
 - d. Nisikot This time limited forestry programme is just beginning with UMN in Dhading District, just west of Kathmandu. Late in the year USAID came to UMN enquiring about our assuming management of this programme. Feeling that this would open doors by direct contact with the Ministry of Forestry in its Community Forestry Programme, we agreed. Along with the Nisikot location is a site 5 hours walk south of Jiri, Rasnalu. Investigating its possibilities had not yet started at the year end.

4. CONSULTANCY Through the RD department two wider UMN resources are provided.

- a. Advisory Group on Nepali Women With continued encouragement to move ahead, this group has come under the RD department administratively. At the year end a Nepali Coordinator was hired on a contract basis. Within many UMN projects there is renewed focus on the role of girls and women in their project area.
- b. Performing Arts Projects have to see performing arts as a village motivational tool. Sunil Pokharel made himself available, with Andhikhola making the most use of him. A troupe made a trip, Pokhara, Andhikhola, Surkhet. There are a number of projects planning to use Sunil in their post-monsoon program of activities.

5. STATE OF AGREEMENTS Not much has happened with agreements yet. For RDC we are having a positive dialogue with SSNCC. We do anticipate an agreement for RDC as a training center under SSNCC. Surkhet's agreement with the Department for Cottage and Village Industries will need renewal with the new UMN general agreement, but the general agreement is first. Okhaldhunga's agreement via the Ministry of Health seems to cover adequately. Misikot is under a USAID agreement with the Ministry of Forestry.

6. OVERVIEW OF PERSONNEL We are quite pleased with staffing over the past year, expatriate and Nepali. Though there were other posts vacant, the post of Training Trainer in RDC and a seconded position in Jumla were the only expatriate posts we were sorry not to fill. Foresters are presently needed in both RD and seconded positions. Nepali staffing is not complete, but is improved. As with expatriate staff that can rotate out after a 3 - 4 year term, Nepali staff also press for continued education opportunities so there is a certain amount of turnover there also. New UMN salaries have been really helpful for Nepali staff recruiting.

7. OVERVIEW OF FINANCES Finances seem to be getting tighter, even for rural development! We have been pleased with support up till present for all programs. As we look at some long term planning projected, both we and donors look twice. We continue to struggle with making a project that is adequately funded and yet stretches money as far as possible in a community development context.

8. LOOKING AHEAD In a tunnel vision of RD, things are going on well. Due to our structural setup we do not maximize experience across the entire mission. Some good things happening in other departments do not get to us.

UNITED MISSION TO NEPAL

Minutes of the Board of Directors Meeting

and

Executive Committee Meeting

Held in Kathmandu

November 18 - 20, 1990

UMN BOARD OF DIRECTORS

Minutes of the Meeting held in Kathmandu

November 18 - 20, 1990

The Annual Meeting of the Board of Directors of the United Mission to Nepal was held at the Blue Star Hotel, Kathmandu. Sessions began at 7.30 pm on Sunday, November 18, and continued through to 4 pm on Tuesday, November 20. The theme "UMN in a Changing Nepal" was reflected in presentations and deliberations throughout the meeting.

On the opening evening session of the Board of Directors, an audio visual presentation was shown reviewing the recent events in Nepal in relation to the democracy movement which resulted in the panchayat system being overthrown in April 1990. An overview of the present challenges and opportunities facing the UMN was given by the Executive Director.

Bible studies during the Board of Directors meeting were led by Dr Vinoth Ramachandra, Sri Lanka, and his ministry was greatly appreciated.

Father Jim Dressman and Mr Hari Shankar Niraula gave helpful presentations, orientating the Board of Directors in the changing political environment and human rights situation in Nepal.

The highlight of the Board of Directors meeting was the occasion of the signing of a new agreement between UMN and His Majesty's Government of Nepal, allowing UMN to work in Nepal for further five years. The agreement was signed by Mr Edgar Metzler, Executive Director of UMN, and Mr Yadav Kant Silwal, Acting Secretary of the Ministry of Foreign Affairs, HMGN.

BD-1/90 Schedule of Membership and Roll Call The schedule of membership of the meeting was as follows, with delegates present as indicated:

A) Member Bodies and their Delegates

- Assemblies of God, Mr Jerry Parsley (Absent)
- Baptist Missionary Society, Miss Joy Knapman
- Church of Scotland, Rev Dr John Munro
- Christian Church (Disciples), Rev Eric Gass
- Church Missionary Society, Australia, Rev David Claydon
- Church Missionary Society, UK, Mr Malcolm Warner (Absent)
- Church of North India, Rt Rev John Ghose (Absent)
- Church of South India, Rt Rev M Mani (Absent)
- Committee for Service Overseas, Mr Christoph Dahn
- Danish Santal Mission, Mr Jorgen Norgaard Pedersen
- Evangelical Free Church of Finland, Miss Riitta Siikanen (Absent)
- Evangelical Lutheran Church of America, Rev Warner Luoma
- Finnish Evangelical Lutheran Mission, Rev Paavo Kilpi
- Gossner Mission, Dr Hanns-Uwe Schwedler
- Interserve, Mr Richard Clark
- International Technical Assistance Group, Mr Danny Martin
- Japan Antioch Mission, Rev Minoru Okuyama (Absent)
- Japan Overseas Christian Medical Cooperative Service, Dr Kenjiro Narato

Korean Christian Medico-Evangelical Association.

Dr Myong Ho Kim

Mennonite Board of Missions, Mr Ron Yoder

Mennonite Central Committee, Mr Ed Martin

Methodist Church, UK, Rev Akuila Yabaki

Methodist Church in India, Bishop K Samuel (Absent)

Norwegian Himal-Asia Mission, Mr Einar Kippenes (Absent)

Örebro Mission, Mr Erling Wennemyr

Presbyterian Church in Canada, Mr Glen Davis

Presbyterian Church in Ireland, Rev Terry McMullan

Presbyterian Church Synod, Mizoram, Rev Lianbuanga

Presbyterian Church, USA, Dr Victor Makari

Regions Beyond Missionary Union, Mr Brian Chilver

Swedish Free Mission, Miss Barbro Carlsson

Swiss Friends for Missions in India & Nepal, Mr Fredi Grob
(Absent)

Tear Fund UK, Rev David Applin

United Church of Canada, Mr Jack Lakavich

United Church of Christ in Japan, none

United Methodist Church, Dr Sarla Lall

Wesleyan Church, Dr Rebecca Bibbee

World Concern, Mr Terrill Eikenberry

World Mission Prayer League, Mr Charles Lindquist

B) Christian Church in Nepal Representatives

Mrs Mannu Rongong (Absent)

Dr Rajendra Rongong

C) Coopted Members

International Nepal Fellowship, Dr Bill Hawes

Leprosy Mission, Dr Wim Theuvenet/Mr Pradip Failbus

Nepali Staff Representative, Mr Laxman Prasad Ghimire

Nepali Staff Representative, Mr Duman Thapa

D) Ex-Officio Members

Executive Director, Mr Edgar Metzler

Treasurer, Mr Lynn Miller

Acting Personnel Secretary, Mr Keith Smith

Education Secretary, Mr David McConkey

Assistant Education Secretary, Mr Mark Keller

Acting Engineering & Industrial Development Secretary,
Mr Trevor Durston

Health Services Secretary, Dr Tjerk Nap

Assistant Health Services Secretary Designate,

Dr Mona Bomgaars

Rural Development Secretary, Mr Jim Alexander

Assistant Rural Development Secretary, Mr Stan Freyenberger

Education Department Representative, Dr Alan McIlhenny

Engineering & Industrial Development Department

Representative, Mr Ben van Wijhe

Health Services Department Representative, Dr Bob Gsellman

Rural Development Department Representative, Mr Henk Ymker

Annual Conference Representative, Mrs Corry Nap

E) Observers

Committee for Service Overseas, Mr Klaus Baer

Nepal Christian Fellowship, Pastor Mangal Maharjan

Nepal Christian Fellowship, Mr Tirtha Thapa

Norwegian Himal-Asia Mission, Mrs Tullis Hoftun

BD-2/90 Agenda The agenda was adopted as presented.

BD-3/90 Confirmation of Minutes The Minutes of the Board of Directors meeting held on November 21 - 23, 1989 had been circulated to all members present at that meeting.

It was RESOLVED to accept these, and to affirm them as a correct record of proceedings.

BD-4/90 Change in Schedule of Membership Notification was received from Regions Beyond Missionary Union (RBMU), one of the founding members of UMN, that RBMU is in the process of dissolving as an operating mission, and is subsequently withdrawing its membership from the UMN. The report was received with regret acknowledging the support channelled through RBMU over many years and asking God's guidance in this time of transition.

BD-5/90 Appointment of Treasurer EC(1)-5/90 On the recommendation of the Executive Committee, it was RESOLVED to appoint Lynn Miller as Treasurer for a further term from December 1, 1990 to July 1, 1992.

BD-6/90 Annual Reports and Financial Statements for 1989/1990 The written overall annual reports and statements from the Executive Director, Treasurer, Personnel Secretary and Department Secretaries, were received and noted. The Executive Director reported on the historic political changes, the new constitution, the prospects for religious liberty, and negotiations for a new five year agreement with HMGN as being major features of the past year.

It was RESOLVED to receive the overall annual reports as follows

Appendix A	Executive Director's Report
Appendix B	Treasurer's Report and Consolidated Statements
Appendix C	Personnel Department Report
Appendix D	Headquarters Project Report
Appendix E	Missionwide Support Project Report
Appendix F	Education Department Report
Appendix G	Engineering & Industrial Development Dep Report
Appendix H	Health Services Department Report
Appendix I	Rural Development Department Report

Among the Executive Committee items reported verbally were the following

EC(2)-7/90	Long Term Direction of the Education Department
EC(2)-9/90	UMN Involvement in the Non Government Sector in Education
EC(2)-12/90	Engineering & Industrial Development Long Term Strategy
EC(2)-28/90	UMN Associate Status
EC(2)-29/90	Urban Development
EC(2)-30/90	Hospital Subsidy Levels
EC(2)-34/90	Per Capita Grant

The project summary reports were available for Board members.

BD-7/90 General Agreement Negotiations Appreciation was expressed to the Executive Director and Coordinating Committee for their work in the negotiating of the General Agreement, and for taking the further action of defining the term "proselytizing".

BD-8/90 Personnel Matters The Board of Directors indicated its appreciation for the varied efforts of the UMN counsellors and senior staff in caring for Appointees. The Board discussed the continuing need to reflect our ethos of pastoral concern for all Appointees, both those working in UMN projects and those who are seconded, by enhancing UMN's management style.

BD-9/90 Church History Project A verbal report was received from Cindy Perry on the Church History project of the Nepali church, with support from International Nepal Fellowship and UMN. Activities include collections of historical documents (to be located at Edinburgh with the UMN Archives), surveys of the Nepali churches, and publications.

BD-10/90 Panel and Small Group Discussions Representatives from the church in Nepal had been invited to a panel followed by small group discussions, where there was opportunity to review the relationship between UMN and the church in Nepal.

BD-11/90 UMN and the Nepali Church Following discussions in the small groups, it was RESOLVED to adopt a revised statement, defining the relationship between the church in Nepal and UMN. (Appendix II)

BD-12/90 Long Term Strategy for UMN Work in Nepal BD-19/88, EC(1)-31/89, BD-18/89, EC(1)-14/90 The background for the discussion on UMN's strategy for work in Nepal was a paper from the Sub-Committee on Nepalisation, with four specific policy directions.

It was RESOLVED to

- 1 approve the revised Long Term Strategy Guidelines (Appendix I) to be used as a tool to direct UMN Administration in the normal planning process and the shaping of programme proposals; and to
- 2 express appreciation to the Executive Director for his work with the Sub-Committee, which is hereby dissolved.

BD-13/90 Annual Conference The Annual Conference representative presented an interesting report on the conference held last May. The conference had been very much appreciated especially as the previous conference had had to be cancelled and also because of the unrest in the country this year.

BD-14/90 UMN Constitution BD-11/84, BD-7/89, BD-8/89, EC(1)-22/90 As recommended by the Executive Committee, it was RESOLVED to approve the amendment of the Constitution, clause 5.2, as shown below, to be ratified by the Board of Directors meeting in 1991

"Membership is conditional upon the recruitment and provision of Workers with their full personal support, or upon the payment of an annual grant to UMN equivalent to the minimum of one per capita grant, or both. Member Bodies will pay annual per capita grants for their Workers, to cover the administrative costs of UMN, as defined in the Bye-Laws."

BD-15/90 UMN Bye-Laws BD-11/84, BD-7/89, BD-8/89, EC(1)-22/90 Following actions of the Board of Directors meeting 1989, and recommendations of the Executive Committee, on the lifting of the moratorium of membership of non-Asian organisations and amended criteria for membership as well as retention of membership, it was RESOLVED to approve the following amendments to the Bye-Laws

- a) Renumber original Bye-Law 2.2 to 2.3, and new Bye-Law 2.2 to read:
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.
- b) Renumber original Bye-Law 2.3 to 2.4 to read:
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.
- c) New Bye-Law 2.5 to read:
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.

BD-16/90 Role of Board of Directors The role of the Board of Directors in relation to the Executive Committee was considered, and it was RESOLVED to request the Executive Committee to further study the following two issues, and present a recommendation to the November 1991 Board of Directors meeting

- a) Review the role of the Board of Directors in relation to the role of the Executive Committee and Coordinating Committee, and prepare suggestions for redefining that role considering a new name for the Board reflecting that changed role.
- b) Consider moving from an annual Board meeting to a bi-annual Board meeting indicating from when this could take effect.

BD-17/90 Nominating Committee A Nominating Committee had been appointed early in the meeting to bring to the Board of Directors recommendations for the appointment of Executive and Finance Committee members for the coming year. The Nominating Committee comprised: Paavo Kilpi (Convenor), Richard Clark, Sarla Lall, Charles Lindquist and Tjerk Nap.

BD-18/90 Executive and Finance Committee On the recommendation of the Nominating Committee, it was RESOLVED to appoint the following persons to serve on these committees for the year 1990/1991

a) Executive Committee
President Jorgen Norgaard Pedersen
Vice President Ron Yoder
Other Members Terril Eikenberry
Einar Kippenes
Joy Knapman
Sarla Lall
Warren Luoma
Mannu Rongong
Rajendra Rongong
Erling Wennemyr

b) Finance Committee
Chairman of Finance Committee Ron Yoder
Chairman of the Board of Directors Jorgen Norgaard Pedersen
Other Member of Finance Committee Erling Wennemyr

BD-19/90 Date of Future Meetings It was RESOLVED to set these as follows:

Finance Committee April 22, 1991

Executive Committee April 24 - 25, 1991

Finance Committee November 18, 1991

Executive Committee November 20 - 21, 1991

Board of Directors November 23 - 25, 1991

Finance Committee April 27, 1992

Executive Committee April 29 - 30, 1992

Finance Committee November 23, 1992

Executive Committee November 25 - 26, 1992

Board of Directors November 28 - 30, 1992

BD-20/90 Vote of Thanks Deepest thanks and gratitude were expressed to the Chairman for his competent leadership to the Board of Directors during the past three years, this being his last year in the capacity of Chairman. Appreciation was also expressed to the UMN staff for work in preparing the papers.

There being no further business, the meeting was closed in the sharing together in the benediction.

Minutes of the
UMN EXECUTIVE COMMITTEE MEETING

held in Kathmandu. on November 15 - 16, 1990

The meeting of the Executive Committee was held at UMN Headquarters, Thapathali and lasted for two full days. David Applin and Warner Luoma led each of the opening devotions.

Roll Call Members were present except as indicated:

President	Richard Clark
Vice President	Jorgen Pedersen
Other Members	David Applin Einar Kippenes (absent) Joy Knapman Warner Luoma Mannu Rongong (absent) RaJendra Rongong Erling Wennemyr Ron Yoder
Ex-Officio	Edgar Metzler, Executive Director Lynn Miller, Treasurer Keith Smith, Acting Personnel Secretary David McConkey, Education Secretary Trevor Durston, Acting Eng & Ind Dev Secr Tjerk Nap, Health Services Secretary Jim Alexander, Rural Development Secretary Alan McIlhenny, Education Dept Representative Ben van Wijhe, Eng & Ind Dev Dept Repr Bob Gsellman, Health Services Dept Repr Henk Ymker, Rural Dev Dept Representative
Coopted part time	Suzanne Linnell, Asst to the Personnel Secr P V Chandy, Act Missionwide Support Proj Dir Mark Keller, Assistant Education Secretary Mona Bongaars, Asst Health Serv Sec Designate Dave Stevens, Plan, Inform & Evaluat Advisor Stan Freyenberger, Assistant Rural Dev Secr

Agenda The agenda was accepted as presented.

EC(2)-1/90 Confirmation of Minutes The Minutes of the meeting held on April 26 - 27, 1990 had been circulated to members.

It was RESOLVED to accept the Minutes as a correct record of proceedings.

EC(2)-2/90 Executive Director's Overview The Executive Director's general report highlighted the main political events in the current democratic movement in Nepal, and specifically the provision for religious liberty and human rights in the constitution recently promulgated. The report was received and accepted with appreciation.

EC(2)-3/90 Renewal of General Agreement with HMGN EC(1)-3/89. BD-11/89. EC(1)-3/90 The Executive Director reported that a six months' extension of the General Agreement, that expired on May 26, 1990, had been granted by the new interim government, and that the agreement proposed had been approved by all related ministries. In the course of the current Executive Committee meeting, news was received that the proposed agreement had been approved by the Cabinet which was noted with thanksgiving.

EC(2)-4/90 Annual Reports and Financial Statements for 1989/1990 The annual reports from Administration, Personnel and the four Department Secretaries, together with the Treasurer's consolidated statement, for 1989/1990 were received and the key points in each report were highlighted.

It was RESOLVED to approve these, found as appendices as listed in BD-6/90. Copies of the project annual summary reports were also circulated. It was noted that many of the projects had experienced stressful situations relating to labour disputes and other factors connected with the political changes in Nepal during the past year. The establishment of a Staff Representative/Management Advisory Group, bringing a sense of ownership to Nepali staff, was noted.

EC(2)-5/90 Long Term Plans and Budgets

- a) Jumla Project EC(1)-10/90 a) It was RESOLVED to approve the long term plan and budget for 1991/1995, with the addition of an evaluation to analyse the impact of the training provided through the Karnali Technical School. (Appendix 30) Although this long term plan concludes the initial commitment of 15 years, continued involvement in the area is being considered, and a further long term plan and budget will be presented in due course.
- b) Gorkha Community Health Programme It was RESOLVED to approve the long term plan and budget for 1991/1994 setting out parameters within which the community health programme will work. (Appendix 31)
- c) Planning, Information & Evaluation It was RESOLVED to approve the long term plan covering the Planning, Information & Evaluation activities up to 1994. (Appendix 32)

EC(2)-6/90 Jumla Project The significant accomplishment of completing the Jumla building programme was noted. It was felt appropriate to record thanks to God for this, for the ongoing work of the Jumla project and for the dedicated and sacrificial contribution of many personnel in this difficult and isolated location.

EC(2)-7/90 Long Term Direction of the Education Department The Education Secretary outlined five long term directions within which detailed plans for the Education department would be presented.

It was RESOLVED to approve the long term directions for the Education department with the request that a rationale will be developed for making different choices within each of the five directions. (Appendix 35)

EC(2)-8/90 UMN's Overall In-Service Training Policy FC(1)-8/90, EC(1)-10/90 b) As requested, a survey was presented indicating the significant levels of training being provided within UMN projects, but not necessarily resulting in any official recognition, and the formal training administered through the Training & Scholarship Programme. The policy for in-service training was received and affirmed. (Appendix 36)

EC(2)-9/90 UMN Involvement in the Non Government Sector in Education It was RESOLVED to approve the proposed guidelines for UMN involvement in the Non Government sector in education with amended conditions: and to request that a report be presented to the November 1991 Executive Committee meeting on how these guidelines have been utilised. (Appendix 37)

EC(2)-10/90 Kathmandu Valley Campus In line with the approved guidelines for involvement in the Non Government sector, a proposal for assisting the Kathmandu Valley Campus was presented. It was RESOLVED to affirm the action of FC(2)-25/90 and approve an initial involvement for five years in the areas of secondment of personnel, financial assistance for the science block construction, scholarship assistance, and offer of outside consultancy, on the condition that the Campus receives autonomous status from Tribhuvan University.

EC(2)-11/90 Post-Basic Literacy Project In order to address the need for post-basic literacy material, it was RESOLVED to approve the proposal of a pilot project to produce 30 easy reading books for newly literate village adults during 1990/1992. (Appendix 38)

EC(2)-12/90 Engineering & Industrial Development Long Term Strategy The result of the process started in EC(1)-12/90 was presented in the form of general overall objectives and strategies for the work within the Engineering & Industrial Development department. It was RESOLVED to approve the long term strategy for 1991/1995 with one addition to reflect good stewardship of creation. (Appendix 39)

EC(2)-13/90 Future Hydropower Project EC(1)-12/90 A progress report on a possible future hydropower project was received. It was RESOLVED to request the UMN Administration to investigate the possibility for Butwal Power Company to sign an agreement directly with HMGN to carry out a future hydropower project receiving UMN assistance in personnel and funding; and to report to the April 1991 Executive Committee meeting.

EC(2)-14/90 UMN Withdrawal from Butwal Wood Industry FC(1)-5/90 g) A strategy for withdrawing UMN's involvement in Butwal Wood Industry was received. It was RESOLVED to approve the action in FC(2)-17/90 to liquidate the company, taking into account the future of employees and trainees, and provide no further loans or guarantees.

EC(2)-15/90 Andhi Khola Irrigation Programme Credit Scheme FC(1)-5/90 b). EC(1)-10/90 c). It was noted that investigations on the establishment of a credit scheme have not yet been concluded, and that a recommendation will be presented to the April 1991 Executive Committee meeting.

EC(2)-16/90 Butwal Plywood Factory Forestry Programme FC(2)-18/90 A strategy for future involvement in the forestry programme of the Butwal Plywood Factory (BPF) was received. The strategy of selling the plywood production unit and using the funds released for long term industrial forestry work was endorsed, and it was noted that these recommendations are shortly to go before the BPF Board for action.

EC(2)-17/90 Agreements for BTI and ITID The Engineering & Industrial Development Secretary reported on the renewal of the agreement for the Institute of Technology and Industrial Development (ITID), from which the operation of the Butwal Technical Institute (BTI) has been separated and will be covered in an independent agreement to enable its handover to the government. The report was received for information.

EC(2)-18/90 HASP Revised Plan & Budget It was RESOLVED to approve the revised plan and budget 1990/1991 for the Horticulture and Agronomy Support Programme (HASP) administered under the Rural Development Centre, Pokhara. (Appendix 33)

EC(2)-19/90 Nisikot Forestry Programme There was a report on the status of a new programme implementing an earlier USAID community forestry project at Nisikot. Concern was noted that this forestry programme should be used as a prelude to introducing a longer term, wider community development approach.

It was RESOLVED to approve the plans and objectives with a budget for 1990/1992, including criteria to be considered before entering a similar programme at Rasnalu; and to request that a long term plan and budget be presented to the April 1991 Executive Committee meeting. (Appendix 40)

EC(2)-20/90 Leather Training It was RESOLVED to approve the proposal for setting up a timebound village training and leather goods training unit, pending availability of expertise. (Appendix 41)

EC(2)-21/90 Rural Development Centre, Pokhara EC(1)-11/90 f) Recognising that further consideration is needed in locating a suitable government body that could relate to the Rural Development Centre (RDC) as a separate entity from UMN, it was RESOLVED to

- 1 accept the report on the status of the long term project proposal of the RDC, with the understanding that a revised project proposal and budget will be presented to the April 1991 Executive Committee meeting;
- 2 give the mandate to UMN Administration to secure an agreement with the Social Services National Coordination Council (SSNCC) or other appropriate body; and to
- 3 affirm the Finance Committee action, FC(2)-14/90, in allowing the Treasurer to seek long term funding in line with the five year budget previously recommended by FC(1)-4/90 d).

EC(2)-22/90 Publication and Public Relations It was noted with appreciation that UMN Administration is creating a higher profile for UMN, ensuring its activities are known both nationally and internationally.

EC(2)-23/90 Agreement for UMN Headquarters and Missionwide Support Project A report was received confirming that negotiations for an agreement covering the activities under the UMN Headquarters and Missionwide Support Project will be initiated following the signing of the General Agreement.

EC(2)-24/90 Appointment of Rural Development Secretary It was RESOLVED to approve the Executive Director's reappointment of Jim Alexander as Rural Development Secretary for a further three year term from April 1991.

EC(2)-25/90 New Appointees Accepted The acceptance of the following new Appointees to work with the UMN was affirmed, with thanksgiving

Mona Bomgaars, Health Educator, PCUSA
Egil Hagen, Engineer, and Maybritt Aanundsen, Kindergarten Teacher, NHAM
Norma Kehrberg, Educator, UMC
Joan Mackie, Teacher, CMSA
Peter McDowell, Engineer, PCT
Peter Millais, Engineer, Interserve
Charles Nankivell, Surgeon, Interserve
David Payne, Building Materials Technologist, BMS
John Watson, Physician, Interserve
Cynthia Wyse, Teacher, MBM

EC(2)-26/90 Appointees Leaving Nepal The following UMN personnel will be leaving Nepal in the near future, or have left recently. Of these, some are leaving Nepal on a regular furlough with definite plans to return, and others are retiring or leaving Nepal with no definite plans to return. The Executive Committee expressed sincere gratitude for the past term of service to the following UMN personnel; and affirmed the relevant Coordinating Committee actions taken:

Jan Abarbanel, Engineer, tf Holland
Norman Beale, Income Generation Worker, and Beth Beale, Non Formal Education Worker, ITAG
Harold Blake, Engineer, and Barbara Blake, Teacher, BMS
Edie Broschat-Honold, Community Health Worker, ITAG
Ailie Bulten, Teacher, Interserve
Julia Burkitt, Doctor, Interserve
Alan Butler, Engineer, TFUK
Henk Chevalking, Nurse Tutor, and Elly Chevalking, Homemaker, Interserve
Aileen Choo, Teacher, Interserve
Linda Christie, Nurse, CMSA
Sally Cripps, Teacher, RBMU
Trevor Durston, Assistant Engineering & Industrial Development Secretary, and Janet Durston, Teacher, MCOD
Steve Erickson, Community Health Worker, and Gail Erickson, Teacher, MCC

Keith Fleshman, Doctor/Surgeon, and June Fleshman, Teacher, CC
Hans Olov Green, Engineer, and Ingrid Green, Finance Officer, ØM
Max Hardiman, Doctor, and Jacque Hardiman, Doctor, Interserve
Norman Holbrook, Agriculturalist, and Maija Holbrook, Nurse, UCC
Ruth Judd, Nurse, CMSA
Wim Korstanje, Engineer, and Margreet Korstanje, Teacher, Interserve
Mick Langford, Doctor, and Debbie Langford, Doctor, CMSA
Tim Lehane, Engineer, and Alison Maclean, Teacher, RMS
Margaret McCombe, Teacher, RBMU
Linda McKee, Nurse, PCT
Jo McKim, Pharmacist, Interserve
Jens Olesen, Engineer, and Beth Padillo, Teacher, DSM
Helen Parsons, Librarian, RBMU
Val Reid, Ultrasonographer, Interserve
Paul Roche, Biochemist, and Marleen Roche, Youth Worker, Interserve
Matt Ruohoniemi, Engineer, WMPL
John Studley, Forester, Interserve
Tomoe Tawara, Nurse, JOCs
Dave Thoresen, Agriculturalist, and Mary Thoresen, Teacher, WMPL
Stina Ullberg, Nurse, ØM
Ben van Wijhe, Engineer, and Coby van Wijhe, Nurse, Interserve
Mikala Wintero, Nurse, DSM
Ulla-Britt Wennemyn, Teacher, ØM
Andy Wood, Engineer, and Elspeth Wood, Secretary, Interserve
Dean Wyse, Agriculturalist, and Berneda Wyse, Secretary, MBM
Henk Ymker, Agriculturalist, and Gerrie Ymker, Nurse, Interserve

There was special recognition of the 32 years of dedicated service of Margaret McCombe, 31 years of Stina Ullberg, and 20 years of Tomoe Tawara.

EC(2)-27/90 Resignations The Executive Committee noted with regret that resignations had been received from the following former UMN Appointees:

David Bambach, Teacher, and Val Bambach, Teacher, Interserve
Raymond Cross, Dentist, and Karen Cross, Nurse, Interserve
Gene Howard, Teacher, and Terry Howard, Nurse, Interserve
Wayne Thorpe, Doctor, and Pat Thorpe, Social Worker, sbc

EC(2)-28/90 UMN Associate Status The UMN Administration was encouraged to seek ways of extending the UMN fellowship to expatriates working in Nepal wishing to be a part of the UMN, and present to the April 1991 Executive Committee meeting necessary changes to the Bye-Laws providing formal UMN Associate status for such a category.

EC(2)-29/90 Urban Development EC(2)-15/89, EC(1)-13/90 A progress report was received with thanks, informing about the present activities of exploring the issues of urban development through facilitating an informal network and workshops involving key persons in the government, international and national Non Government Organisations.

EC(2)-30/90 Hospital Subsidy Levels FC(1)-14/89, FC(2)-9/89, EC(2)-17/89, FC(1)-6/90. There was a full discussion on the dilemma of making the hospitals self-sustaining and still accessible to the poor with an appropriate level of fees. In response to the Finance Committee action in FC(2)-8/90 requesting that a long term policy be developed to guide the setting of the subsidy levels, it was RESOLVED to

- 1 accept the subsidy levels recommended by the UMN Administration to serve as a guideline for the budgeting process of 1991/1992, ie 28 % for Patan Hospital, 34 % for Tansen Hospital, 58 % for Amp Pipal Hospital and 62 % for Okhaldhunga Hospital: and
- 2 request UMN Administration to identify one of the UMN hospitals where a study will be carried out resulting in a plan on how to work towards financial security. It was recognised that unique solutions for each of the hospitals are probably required.

EC(2)-31/90 Coordinating Committee Minutes The Minutes of the Coordinating Committee and Extended Coordinating Committee meetings held since April 1990 were received and noted.

EC(2)-32/90 Finance Committee Minutes The Minutes of the Finance Committee held on November 13, 1990 were received and noted.

It was RESOLVED to confirm and endorse the actions taken, with thanks to the Finance Committee for its assistance in financial matters. Special appreciation was expressed to the Treasurer for carrying a heavy work load, and it was noted that extra support in the area of fund raising may need to be considered.

EC(2)-33/90 1991/1992 Budgeting Guidelines The action of FC(2)-26/90 was sanctioned, giving the UMN Administration parameters for increases in cost of living and salary for the 1991/1992 budgeting process.

EC(2)-34/90 Per Capita Grant FC(2)-16/89 b), FC(1)-10/90 a) It was RESOLVED to approve the action in FC(2)-29/90 giving the UMN Administration authority to levy project support expenses on the project budgets, and an amended wording of the Per Capita Grant policy. (Appendix III)

EC(2)-35/90 Provident Fund FC(2)-31/90 It was RESOLVED to approve that the interest payout rate for the Provident Fund be set at 13 % for 1990, and any surplus above the 13 % be distributed as a bonus payout in the same year. Furthermore, the Provident Fund rules and investment strategy were amended as of FC(2)-32/90 and FC(2)-33/90. (Appendix 42)

EC(2)-36/90 Long Term Strategy for UMN Work in Nepal BD-19/88, EC(1)-31/89, BD-18/89, EC(1)-14/90 Recognising the changing political situation in Nepal, a general policy statement from the Sub-Committee on Nepalisation was presented and received with thanks.

It was RESOLVED to forward it to the Board of Directors meeting for their consideration. (Note BD-12/90)

EC(2)-37/90 Preparation for Board of Directors Meeting The Executive Director reported that there will be opportunity at the Board of Directors meeting to further discuss UMN's relation to the Nepali churches and the future direction of UMN in small groups.

EC(2)-38/90 Vote of Thanks Sincere gratitude was expressed to David Applin for his contribution to the Executive Committee over the past four years. Belated thanks were also conveyed to Billy Johansson and Malcolm Warner who had served on the Executive and Finance Committees over several years. Appreciation was also expressed to the UMN Administration and the Executive Committee for their work and contribution to this meeting, with specific mention of the Chairman of the Executive Committee.

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

Minutes of the
UMN FINANCE COMMITTEE MEETING
held in Kathmandu on November 13, 1990

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

Roll Call Members were present as follows:

Chairman of the Finance Committee	Ron Yoder
Chairman of the Board	Richard Clark
Other Member of Finance Committee	Erling Wennamyr
Executive Director	Edgar Metzler
Treasurer	Lynn Miller
Ex-Officio Members, part time	David McConkey, Education Secretary Tjerk Nap, Health Services Secretary Jim Alexander, Rural Dev Secretary Stan Freyenberger, Assistant Rural Dev Secretary
	Trevor Durston, Acting Eng & Ind Dev Secretary
Observer and Recorder	Doug Lydd, Assistant to the Treasurer

Agenda The Agenda was adopted as presented by the Treasurer.

FC(2)-1/90 Confirmation of Minutes The Minutes of the meeting held on April 24, 1990 were accepted and confirmed as correct.

FC(2)-2/90 Role/Responsibilities of the Finance Committee A report from the Administration and a letter from the Chairman of the Finance Committee were discussed and it was noted that the Administration was continuing to address the matter of deciding upon the kind of information needed in order for the management to take missionwide decisions. The Administration is also considering what level of computer capacity (hardware, software, personnel) is needed to meet this requirement in the context of UMN's total computer needs.

FC(2)-3/90 Financial report for 1989/1990 The Treasurer presented the consolidated and detailed financial statements for 1989/1990 and highlighted significant items. It was noted that NRs.17,108,150 representing inter-project activities had been deducted from project-reported revenue and expenditure and that this was the first time that this had been reflected in this way.

It was RESOLVED to recommend to the Executive Committee that the financial statements for 1989/1990 be accepted.

FC(2)-4/90 Allocation of 1989/1990 Surplus It was RESOLVED to recommend to the Executive Committee that the year-end surplus of NRs.452,871 be allocated to the Undesignated Fund.

FC(2)-5/90

Supplementary/Revised Budgets for 1990/91 Minor supplementary budget requests already approved by the Coordinating Committee were confirmed and are listed in FC(2)-41/90.

It was RESOLVED to recommend the following larger item to the Executive Committee for approval:

Andhi Khola Drinking Water & Sanitation Programme
Increased expenditure on pipes and hardware as well as fiscal year timing - NRs. 300,000.

FC(2)-6/90

Preliminary Report on South Asia Hospitals' Information Survey The Health Services Secretary presented a preliminary report on the survey carried out amongst South Asian hospitals and said that he would be following up the most interesting cases once more detailed analysis of the returns had been accomplished.

FC(2)-7/90

Review of "Hospital Economics" Report The Health Services Secretary presented the above report and highlighted the correlation between the exceptionally high salary increases granted in 1989 and the rise in operating expenses as well as subsidy levels.

FC(2)-8/90

FC/EC Directives regarding Hospital Subsidy Levels for 1991/1992 Budget The Health Services Secretary presented his proposal on hospital subsidy levels and indicated that the poor were finding it increasingly more difficult to afford the hospital care provided by UMN following the rises in fees.

In view of the philosophical nature of the subject under discussion, it was RESOLVED to refer the whole question of hospital subsidy levels to the Executive Committee and to recommend that, if no clear mandate is given by the Executive Committee, then the 1990/1991 levels should be implemented for 1991/1992 as proposed in the Health Services Secretary's report. The Finance Committee requests the Executive Committee to make a statement on long term strategy regarding subsidy.

FC(2)-9/90

Administrative Costs Comparison between UMN Hospitals FC(1)-6/90 It was pointed out that inter-hospital comparisons are less valuable than comparisons in one hospital over time. Reference was made to the Uniform Reporting Guidelines and the recent Coordinating Committee decision to implement these more fully.

FC(2)-10/90

Nisikot and Rasnalu Forestry Programme The Rural Development Secretary and Assistant Secretary presented a report on the plans and objectives of the Nisikot and Rasnalu Forestry Programme for the two years from July 1990 to June 1992.

The programme is fully funded for the above period and it was RESOLVED to recommend the budget of NRs. 3,708,172 (1990 Nrs) to the Executive Committee pending the approval of the Executive Committee to the overall programme. (Appendix 40)

FC(2)-11/90 Rural Development Centre, Horticulture and Agronomy Support Programme The Rural Development Secretary and Assistant Secretary presented a revised 1990/1991 budget for the above programme and reported that the increase would be funded internally by way of local income.

It was RESOLVED to recommend the revised budget of NRs. 829,800 (originally NRs. 734,300) to the Executive Committee. (Appendix 33)

FC(2)-12/90 Rural Development Centre (RDC) TREES The Rural Development Secretary and Assistant Secretary presented a revised 1990/1991 budget for the RDC Tree Planting and Forestry Programme.

It was RESOLVED to recommend the revised budget of NRs. 615,500 (originally NRs. 731,500) to the Executive Committee. (Appendix 34)

FC(2)-13/90 Village-Based Leather Goods Training Unit The Rural Development Secretary and Assistant Secretary presented a four year budget for the above unit.

It was RESOLVED to recommend the budget of NRs. 756,400 over four years to the Executive committee, subject to the approval of the overall plan by the Executive Committee. (Appendix 41)

FC(2)-14/90 Rural Development Centre (RDC) The Rural Development Secretary and Assistant Secretary presented a report on the status for the long term involvement in RDC. The objective is to create a Nepali training organisation independent of UMN.

It was RESOLVED to recommend to the Executive Committee that the UMN Treasurer be allowed to seek a long term funding base for RDC in line with the five year budget previously recommended by the Finance Committee: FC(1)-4/90 d) recognizing that in the interim annual budgets will be formally approved.

FC(2)-15/90 Gorkha Community Health Programme The Health Services Secretary presented a three year budget 1991/1994) for the above programme.

It was RESOLVED to recommend the budget of NRs. 5,346,000 for the approval of the Executive Committee subject to their approval of the long term plan. (Appendix 31)

FC(2)-16/90 Status Report on Andhi Khola Irrigation Loan Fund FC(1)-5/90 b) The Engineering & Industrial Development Acting Secretary reported that consultants are being used, and that more time was needed to investigate the feasibility of the scheme and the targeting of the beneficiaries. A further report would be made to the next Finance Committee meeting.

FC(2)-17/90 Status Report on Discontinuance of UMN's Association with BWI
 FC(1)-5/90 q) A report was submitted on the future of Butwal Wood Industry (BWI) containing various alternatives to UMN's continuing shareholding in the company.

It was RESOLVED that UMN should provide no further loans or guarantees, that every effort should be made to liquidate the assets of the company, and that attempts should be made to place the existing trainees in other organisations and companies.

FC(2)-18/90 BPF Forestry Programme Future The Engineering & Industrial Development Acting Secretary proposed that the Butwal Plywood Factory (BPF) be sold and that the company should concentrate on industrial related forestry which is thriving. It was suggested that funding of NRs. 8.45 million would be required for the programme over the next three years. A proposal for the use of the proceeds from the sale of the factory will be recommended to the Finance Committee/Executive Committee for action at a later meeting.

FC(2)-19/90 Gobar Gas Handover of Shares Update It was reported that UMN has declined to make an appointment to the company board and has indicated to the remaining shareholders its desire to dispose of its shareholding.

It was RESOLVED to continue to try to dispose of the shares.

FC(2)-20/90 Report of Share Investment in UMN Related Companies The Engineering & Industrial Development Acting Secretary reported that no further progress had been made in separating the company shareholdings, but that some of the proposals to dispose of companies would help to simplify the situation as and when they took place.

FC(2)-21/90 Sanepa Property Eventual Use FC(1)-5/90 o) It was reported that there had been no new developments since the report to the last Finance Committee.

FC(2)-22/90 Company Board Representation and Reporting of Company Finances to UMN An updated schedule of UMN representatives on the boards of the UMN related organisations was presented.

FC(2)-23/90 Jumla Project Budget The Education Secretary presented the four year budget 1991/1995 for the Jumla project and it was noted that the grant need is NRs. 12.82 million of which NRs. 8.45 million is for forestry.

It was RESOLVED to recommend the long term budget of NRs. 15,592,000 to the Executive Committee for approval.
 (Appendix 30)

FC(2)-24/90 Post-Basic Literacy Book Project The Education Secretary presented a report on this pilot programme which would be funded by Australian donors.

It was RESOLVED to recommend the approval of the 1990/1992 budget (NRs. 739,700) to the Executive Committee.
 (Appendix 38)

FC(2)-25/90

Proposal for UMN Involvement in the Kathmandu Valley Campus
The Education Secretary presented a proposal for an initial five year involvement in an independent campus, at present in Pulchowk but planning to move to Dhulikhel.

It was RESOLVED to recommend the financial involvement (NRs.7 million capital, NRs.60,000/year scholarship assistance) to the Executive Committee subject to the following information being obtained:

- (1) The legal status and constitution of the campus.
- (2) The last two years audited financial accounts.
- (3) Comprehensive Capital budget plans.
- (4) Information concerning existing scholarship programmes.
- (5) Indication of willingness to put the Nepali rupee value of UMN's Personnel Contributed Services into the scholarship fund.

It was also stated that a formal signed agreement with Kathmandu Valley Campus must be executed before any finances can be committed.

FC(2)-26/90

1991/1992 Budgeting Matters There was a full consideration of budgetary and funding implications of various salary proposals presented. Reference was made to the Administration's request that the Finance Committee give direction as to the parameters to be used in the budget preparation and actual determination of salaries/benefits for the 1991/1992 fiscal year.

It was RESOLVED to recommend to the Executive Committee that

- (a) budgets should be prepared on the basis of a projected 15% annual cost of living and
- (b) that the cost of living index as at mid-May 1991 be used to determine actual salary increases.

Further consideration was given by the Committee to additional resources available for needs based benefits. It was noted that expectations have been raised in the new labor environment and UMN is being called upon to respond with integrity.

It was further RESOLVED to recommend to the Executive Committee that a further NRs.1.5 million should be budgeted to meet any proposals brought forward by the Administration and its Staff/Management Advisory Group. Such detailed proposals should be prepared for presentation to the Finance Committee in its April 1991 meeting. It was noted that existing scholarship grants enjoyed by staff would not be affected by these proposals.

FC(2)-27/90

Proposal to Raise Minimum Amount for Capitalisation of Fixed Assets It was RESOLVED to accept the Treasurer's proposal to raise the minimum amount for capitalisation from NRs.3,000 to NRs.5,000.

FC(2)-28/90

Hospital Long Term Capital Budget It was RESOLVED that hospitals be requested to prepare three year capital budgets which will be updated annually. Further that capital items shall be subdivided into replacement and additional items.

FC(2)-29/90	<u>Per Capita Grant Policy</u> FC(1)-10/90 (a) The Treasurer presented a report on the background to the present Per Capita Grant policy and various proposals to prevent the current deficit and need to constantly increase the grant. It was RESOLVED to give the Administration the authority to examine ways of transferring overheads to projects and to recover these costs from donors.
	(b) The Treasurer recommended a change in the wording for the handling of partial year presence in Nepal to the following: "Member bodies with workers taking assignments for periods greater than twelve months are requested to pay the full Per Capita Grant if the number of months the worker resides in Nepal in any one year is greater than six months. For workers residing less than six months in the year, a one half Per Capita Grant is requested. For continuing workers who are away for more than six months, member bodies are requested to pay the grant for at least six months of this period. It was RESOLVED to accept this wording and to incorporate it into the Per Capita Grant Policy with immediate effect. (Appendix III)
FC(2)-30/90	<u>Income Tax on Rent Payments</u> It was RESOLVED to authorise the Administration to withhold tax from the next payments of rent made to landlords.
FC(2)-31/90	<u>Provident Fund Interest Payout Rate</u> It was RESOLVED to recommend to the Executive Committee that the rate should be set at 13% for 1990, any surplus above 13% be distributed as a bonus payout in the same year.
FC(2)-32/90	<u>Amendment to Provident Fund Rules to Allow Employees to Take Out Loans Every Three Months</u> It was RESOLVED to recommend to the Executive Committee that the Provident Fund rules should be changed so that employees can take out loans every 3 months instead of every 6 months. (Appendix 42)
FC(2)-33/90	<u>Provident Fund Investment Strategy</u> The Treasurer recommended that the Provident Fund use government bonds in the investment portfolio as they bear high interest and are Government secured. It was RESOLVED to recommend to the Executive Committee that this action be taken.
FC(2)-34/90	<u>Operating Reserve Policy</u> FC(1)-15/90 The Treasurer presented a report setting out some underlying principles governing the level at which the UMN operating reserve was being maintained. It was RESOLVED to accept the principles outline in the report.

FC(2)-35/90 HO/MSP Year to Date Statement A financial statement for the Missionwide Support Project was received and noted.

FC(2)-36/90 Banking Facilities Agreement The Treasurer presented a report and mentioned certain recent changes in the facilities offered by Nepal Grindleys Bank.

It was RESOLVED that the Treasurer's actions should be endorsed.

FC(2)-37/90 Investment Status Report A report on the current investments was received and noted.

FC(2)-38/90 Audit Reports 1988/1989 FC(1)-14/90 Audit reports for 1988/1989 in respect of
 (i) Lalitpur Community Development & Health Project
 (ii) Patan Hospital and
 (iii) Palpa Project
 were presented and the Treasurer was asked to implement the recommended actions.

FC(2)-39/90 Business Officer Staffing Update The Treasurer presented a report outlining the vacancies due to occur in the next twelve months, adding that there were positive signs that suitable candidates were being proposed. The report was noted by the Finance Committee and concern was expressed over the high turnover.

FC(2)-40/90 Vote of Thanks Sincere appreciation was expressed to the Treasurer, other staff members and Finance Committee members for their contributions to the meeting.

FC(2)-41/90 Coordinating Committee Actions The Coordinating Committee actions regarding financial matters taken since the last meeting of the Finance Committee were confirmed, and are appended for record:

Coordinating Committee Executive Actions

1. BANK ACCOUNTS See the following Coordinating Committee Minutes for details:
 CC-113/90, CC-127/90, CC-183/90
2. SUPPLEMENTARY/REVISED BUDGETS The following supplementary/revised budgets were approved:

CC-106/90	Nursing Campus	Solar Heater	NRs. 15,000
	Tansen Guesthouse	Oven	NRs. 4,000
	Tansen Hospital	Hematocrit Centrifuge	NRs. 9,500
		(New total NRs 34,500)	
CC-126/90	Gorkha Tuberculosis	Meshgraft	NRs. 62,000
		Control Support Programme	
		Office Equipmt&Furniture	NRs. 22,000
	Tansen Hospital	Dental Equipment	
		Scaler	NRs. 24,000
		Suction Motor	NRs. 18,000
		Dental Drill	NRs. 6,500
		Skin Grafting Knife	NRs. 11,500

CC-157/90	Urban Health Workshop Costs	NRs. 45,000
CC-164/90	Butwal Tech. Institute Flood Damage Repair	NRs. 24,000
	D.C.S. Butwal Roofing Seminar	NRs. 30,000
CC-182/90	Rural Development Centre Computer Equipment	NRs. 62,000
	Business School Computer Software	
		and Hard Disks NRs. 40,000
ECC-76.7/90	Gorkha Project Community Health Programme	
		Solar Powered Lantern NRs. 18,000
	Gorkha Project Support Activities	
		Water Storage Tanks NRs. 9,000
		Trainee Business Mgr NRs. 50,000
ECC-106/90	Drug Abuse Prevention Programme	
	Grant to DAPAN	NRs. 100,000
CC-197/90	Andhi Khola Irrigation Fund	
	Credit Survey	NRs. 80,000
	UMN Headquarters Computer	NRs. 84,000
	Tansen Hospital Operating Room Lights	NRs. 100,000
	Non Formal Education Additional staff (2)	NRs. 74,000
	Office & Storage Space	NRs. 19,000
	Lalitpur Community Development & Health Project	
	Landslide Relief	NRs. 30,000
	Forestry Consultancy Evaluation & Travel	NRs. 20,000
CC-198/90	Lalitpur CDHP Management Review	
	Salaries & Other Expenses (Transfer from Contingency)	NRs. 120,000

3. EMPLOYMENT SALARY MATTERS

a) CC-110/90 Promotion Criteria for Community Health and Development Workers It was RESOLVED to approve the revised promotion criteria for community health and development workers as proposed in PPC-4/90. Section E in the Business Manual will be updated accordingly.

b) CC-133/90 Scholarship for UMN Employees' Children On the recommendation of the Training & Scholarship Committee, it was RESOLVED to approve that scholarships for UMN employees' children, once awarded, would be continued until the student graduated from secondary school, even if the UMN employee were promoted to level 3. The ES was requested to inform the Training & Scholarship Programme for implementation.

c) CC-140/90 Strike In considering potential conflict situations, it was RESOLVED that UMN employees would not receive pay in the event of a strike in any UMN project or programme.

d) CC-177.4/90 Uniform Allowance It was RESOLVED to change the wording in the UMN Allowances General regarding uniform allowance to read:

"To be given in cases where Project/Program policy required uniform to be worn. Uniform allowance will be NRs 110 a month, or uniform will be given."

e) CC-177.13/90 Travel Allowance. It was RESOLVED to approve the following addition to the Travel Allowance in the Policy of Employment:

iv) UMN Guesthouse Allowance. When an employee stays at a UMN Guesthouse then the full amount will be reimbursed on the submission of a bill.

This allowance is not to be given with Daily Allowance and Hotel Allowance. If the Guesthouse bill shows that meals were not taken then the employee can be reimbursed according to the appropriate rate for Food Allowance.

4. APPOINTEE MATTERS

a) CC-130/90 Guidelines for Initiating Discussion on Transfer of Workers within Nepal. The PS presented a paper outlining guidelines for initiating discussions on transfer of Nepali and expatriate workers within Nepal in order to minimise misunderstandings and breaches of confidentiality both for professionals working within their own department and professionals being seconded to another department. It was RESOLVED to approve these guidelines and include them as an appendix to the Appointees Manual and the Business Manual. (Appendix 43)

b) CC-158/90 Pokhara Housing Allowance. It was RESOLVED to approve the amended housing allowance for Pokhara as below: Single NRs 1,700/month, Family NRs 2,000/month

c) ECC-57/90 Contract for Seconded Appointees. The contract to be signed by Appointees assigned to UMN related organisations was received for information, and it was noted that this contract will now be reactivated. It was RESOLVED to approve the updated leave rules.

There being no further business, the meeting was closed.

APPENDIX I

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.

"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.

APPENDIX II

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.

APPENDIX III

UMN PER CAPITA GRANT POLICY

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

- a) The constitutional provision that all member bodies are asked to pay an annual per capita grant for their workers is noted again.
- b) The amount of the per capita grant is set by the Board annually.
- c) The money is used to cover recurring and capital items for personnel support and general administrative costs of the UMN, as per an approved budget.
- d) The per capita grant system is a method of calculating the amount requested from each member body; however, the money is given to the administrative fund as in c) above, and is not linked directly to the Appointee worker.
- e) Member bodies with workers taking assignments for periods greater than 12 months are requested to pay the full per capita grant if the number of months residing in Nepal in any one year is greater than six months. For workers residing less than six months in the year, a one-half per capita grant is requested.
- f) For workers who are away for more than six months, member bodies are requested to pay the grant for at least six months of this period.
- g) If a worker resigns from the UMN after less than six months service in a fiscal year, the member body is requested to pay six months per capita grant for that worker. In other cases a full year's per capita grant is requested.
- h) Short-term workers who are in Nepal for less than one year should pay the grant on a monthly pro-rata basis.
- i) The above guidelines also apply to Appointees (including students) sent by agencies/organizations other than member bodies whether the grant is paid by an organization or by the individual personally.
- j) The per capita grant year corresponds with the UMN fiscal year, i.e. mid-July to mid-July.

UMN Board of Directors 1990
Overall Reports 1989/1990

Executive Director.....	BD: 1
Treasurer (to follow).....	BD: 3
Education.....	BD:11
Engineering & Industrial Development.....	BD:14
Health Services.....	BD:16
Rural Development.....	BD:22
Administration.....	BD:24

UMN EXECUTIVE DIRECTOR

Annual Report 1989/1990

BD:1

1. The year which ended **mid-July 1990** was one of the most turbulent and fateful in UMN's 36 years. The political landscape at the end of the year was quite different than the beginning. The consequences and implications for Nepal and UMN are still unfolding. With prayerful anticipation we seek to prepare for new demands and opportunities.

2. The report on the first seven months of this year would have been written best by **Howard Barclay**. He and Betty concluded long years of service with UMN, and Howard's tenure as Executive Secretary, on February 18, 1990, when they left Nepal a couple week's early for the funeral of Howard's mother, who was herself deeply involved with UMN as a stalwart prayer supporter. Howard's leadership and his and Betty's love and prayer for UMN and Nepal continue to inspire and support us.

3. February 18 was also Democracy Day in Nepal, the date the **Movement for the Restoration of Democracy** began demonstrations to abolish the partyless panchayat system. A coalition representing the Nepali Congress and the numerous Communist parties sponsored the movement and formed the interim government in mid-April after the King finally conceded. The main goals of the new government were to adopt a new constitution and hold elections by May 1991. The new constitution was expected to be promulgated by October. Meanwhile the coalition's attempts to reform the internal working of government were hampered by disputes within the coalition, extremist attempts to destabilize and the struggles of a populace attempting to balance pent-up demands with the responsibilities of the new democracy.

4. The campaign for democracy created considerable **social and economic dislocation**. The government's repressive response resulted in extensive loss of life (a commission is still attempting to assess the number). Strikes and curfews added to the tensions during these couple months. Some UMNers, including children, witnessed violence almost at their gates. No one was harmed during this period and there was little actual disruption of project work. But the uncertainty, constant rumors, and difficulty of communication in Nepal added considerable stress, especially for families.

5. Another uncertainty was the delay in concluding a new **general agreement** with the government. Despite continued assurances from officials that there would be no difficulty, it wasn't till the first week of April that the draft agreement was cleared by all the relevant ministries. Then the government changed and we had to start over again! Again we were assured that the government would want to continue cooperation with UMN's development efforts. To allow for a new round of clearances, a six month extension of the agreement was granted until November 25, 1990. By the end of the fiscal year in mid-July, the new ministry approvals were almost completed. But as of this writing (9 October) the final hurdle has not been cleared.

5. This year, **Annual Conference** was an especially significant event. The stresses mentioned above, combined with the cancellation of last year's conference due to the border dispute with India and the accompanying fuel shortage, increased the sense of expectancy and need. The Bible studies of Bishop John Reid of Sydney, the final farewells for the Barlays, and the fellowship of the UMN family all served to provide a needed tonic and sense of continuity in a time of change. For the first time, senior Nepali staff were represented in the reporting sessions. We plan to increase the involvement of Nepali staff in future annual conferences, one result of an ongoing reassessment of the role of annual conference.

BD:2

6. The prospects for **religious liberty** in Nepal became much brighter with the political changes. For the first time, Christians conducted large public rallies in the capitol in April. Literature sales and distribution were expanded freely in many places. The public debate on the new constitution was dominated by the religious issue. The proposed compromise retained the identity of Nepal as a Hindu kingdom, but granted all religious groups the right to be officially recognized and establish organizations to carry on their work. The ambiguous reference prohibiting conversion remains to be clarified by new laws.

7. On the **economic** front, the trade dispute with India damped development and caused consumer hardship. One of the first acts of the interim government was to negotiate a new understanding with India, restoring the flow of goods. The official inflation rate for the year for basic commodities was about 15%. Labor unrest was widespread after the revolution, affecting almost every UMN project, some quite seriously.

8. The impact on **UMN activities** of these changes during the past year has been minimal, despite the considerable personal impact of living through the last five months of the year. The departmental reports will summarize the work that has gone ahead in education, engineering and industrial development, health services and rural development. UMN staff, Nepali and expatriate, performed well during a difficult period. As the year ended, we were challenged in various ways to more Nepali/expatriate cooperation and integration in the work of UMN.

9. The **financial** and **personnel** needs of UMN continue to be met, thanks to some hard work on the part of both UMN staff and our member bodies and donor agencies. We are especially grateful to God in this area as these resources make possible our various ministries. At the end of the year 205 of the 289 government approved posts for expatriates were filled. A welcome trend is the increase in expatriates opting for a second term, thus greatly extending the benefits of the first term investment in language and cultural and work adjustments. We have also begun to consider ways to upgrade personnel services for Nepali employees.

10. How does the past year's experience shape our **agenda for the future**?

Some of the following will receive attention at the November board meeting:

- a. What new opportunities may emerge due to the new political situation?
- b. How can UMN be most supportive of Nepali Christians as they respond to the challenges of greater religious freedom?
- c. What strategy for long-term service in Nepal is most expressive of our best understandings of God's mission?
- d. Are we giving sufficient priority to those in Nepal who are not reached by most development efforts: remote areas, those socially and economically marginalized, women and children, etc?
- e. In addition to the project approach, should we be looking at other ways to address the structural problems that keep people poor?
- f. How can our specialized, sectorally organized approach be altered to be more responsive to the needs of Nepali communities, which are organically integrated?

We praise God for the sense of Divine guidance and strength that has sustained us during this past year and the promise of Christ's presence always. On a personal note, Ethel and I feel greatly privileged to be here with such a marvelous mission team at such a transition time of promise and challenge for Nepal and UMN. The sense of so much prayer support from so many persons has been overwhelming and energizing!

Edgar Metzler
Executive Director

EDUCATION DEPARTMENTANNUAL OVERALL REPORT 1989/90A. Summary

Good work has been done in the existing programmes with some expansion and new ideas being put into practice. Yet despite various attempts to do so, no new area of work was begun during the past year. The lack of a new 5-year General Agreement has made the Ministry of Education reluctant to process new sub-agreements. The processing of visa applications has also been slow.

Work terminated - Andhikhola Tutorial Group

An Education Seminar in July 1990 helped give good input into long-term thinking for the UMN's Education Department. The Asst. Education Secretary left unexpectedly in January, but another appointee was able to come in March and gave invaluable help for the rest of the year.

B. Reports of Programmes1. Gandaki Boarding School

This year(1990) all classes are English-medium, with double sections in all but classes 9&10. Of 460 students, 82% are boarders, 23% are girls and 30% get varying degrees of scholarship assistance, mostly from UMN. 6 of the 7 UMN posts were filled at the end of the year.

UMN has assisted in the building programme which includes classroom blocks (one completed), staff quarters and a second girls' hostel. 6 school staff have been supported for further training by UMN.

Delay in the implementation of the Higher Secondary Education programme (classes 11&12) has proved a frustration for the school. This is the course the National Education Committee agreed that the school should take. Having effectively three different principals during the year created some concern. There was some local agitation against the school later on in the year, but the issues were able to be resolved.

2. Jumla

The Karnali Technical School building programme is now complete (with just minor finishing off works to do) and almost all the buildings and equipment handed over to the school. There were 186 students at the school and another 35 graduated during the year. A participatory evaluation was conducted to assess the impact of the UMN project over the past 10 years. The evaluation was useful in the preparation of the draft plan for a future 4 year involvement in Jumla after May 1991. Staff shortages (both expatriate and Nepali) continued and this was a factor in the shortfall in textbook preparation compared to what was planned.

The Forestry programme continued to emphasise the motivation of village people to raise seedlings and plant trees in their localities. Staff also taught forestry in KTS.

3. Teacher Training

One teacher educator taught in the Butwal campus up to September 1989 and another in Pokhara for several months. However, because of the political situation very few classes were in session. This programme has been put "on hold" until a firm agreement is agreed with HMG.

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4. Children's Education Support Programme

Tutorial Groups - Andhikhola Group closed down near the beginning of the year as it was no longer needed. This left 6 groups in various locations serving more than 50 children.

KISC - 63 students attended KISC during the year with the total at any time not exceeding 45. Facilities continue to be added and improved. External examination results (some countries only) were good. There have been a few enquiries from other countries asking information about the KIC system.

5. Business School

24 students from two batches graduated during the year from the 7 month Secretarial Science course. Standards continue to be high and graduates usually found employment fairly easily. 14 week ESL courses at 4 different levels were offered to about 200 students using newly introduced English teaching material. 2 week computer courses were also given.

6. Training & Scholarship

There are now 401 School level scholarship recipients, the single biggest location being GBS, Pokhara. 39 General Scholarship were awarded - the low number being because the general disturbances in the country in March/April meant that the campus programmes were delayed and the second batch of awards could not be given during the year. 58 In-Service Scholarships were granted to employees from many UMN projects. Some of them were to study in overseas institutions. At the end of the year there were 70 people on in-service courses. 2 students continued their Advanced Level Scholarship studies.

Many more resource materials were added to the Scholarship Office for use by projects in seeking appropriate courses.

7. Language & Orientation Programme

The 5-month initial LOP course was conducted twice with 13 of the participants opting to live with Nepali host families during these times. Work Orientation, Village Stay, regular orientation lectures continued to be features of this programme. Project Language teachers assisted the on-going language study of learners. We continued using LARC, under contract, for language teaching and monitored this fairly closely.

A survey of the orientation and language activities followed by recent groups was started.

8. Education Support Office

The Jumla Liaison Officer continued to provide invaluable service in the support of the Jumla Project and also assisted in other ways in the Education Department.

The Consultant Librarian was much involved in training library staff in various UMN and UMN-related projects. She also assisted in trainings for outside groups as well.

The Non-Formal Education Consultants travelled many times to various projects assisting in trainings and offering technical advice. They also were involved in post-basic literacy development and their office acted as a clearing house for a large quantity of NFE material required by the various UMN programmes.

9. Seconded Personnel

Two staff were seconded to the INF-administered DCP programme (Development Communication Productions) which produces printed and audio-visual material for both mission and non-mission programmes.

C. Agreements

Apprenticeship Training - During the year it was agreed that any follow-up of this should be done by the EID Dept. In fact, when a feasibility study in the Hetauda area gave no encouragement for this idea, no further action was taken.

Teacher Training - There is still no firm response from the Ministry of Education on this, the latest reason being that there will soon be a major reassessment of all the Teacher Training in Nepal and a new plan introduced. It is likely that we may have to relook at how we can be involved in this sector, after the report is published.

Jajarkot NFE Project - This is currently being processed in the MoE.

Education Service Office - This is being processed by the MoE, but they are "holding it" until the General Agreement is signed.

D. Finance

None of the Education Projects were hampered by lack of funding during the past year. We are grateful for all the work done by the Treasurer's Office and the giving by donor agencies.

E. Personnel

Again this year, recruitment for Jumla was disappointing. This has had a direct effect on the work of Materials Development and also put more workload on a smaller team.

We have just managed with Tutorial Group Teachers, but the future does not look so good.

The Education Office was undermanned for a couple of months due to an unexpected departure, but one person was transferred temporarily as Asst. Education Secretary and this has helped tremendously.

F. Looking Ahead

The following issues need to be pursued in the coming months:

- Follow up of Jajarkot Agreement
- Follow up of Education Service Office Agreement
- See how UMN can be involved in Teacher Training after the nationwide review has been carried out.
- Implement recommendations for improvement in the LOP
- Follow up the possibility of UMN involvement in Special Education.

We realise that some of the above may prove to be slow because of uncertainties, over the next months, of future policy of HMG.

Nevertheless we press on - and pray!

David McConkey
September 1990

Engineering and Industrial Development Department
Overall Report for 1989-90

Highlights of the Past Year

- Mobilization of work at the Jhimruk Project, in late 1989 was followed by expatriate families moving in from June 1990
- Pilot evaluation of low wattage electric rice cookers at village level was followed by setting up an indigenous production unit for manufacture and sale of the cookers.
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- Increased success in employing Nepali engineering staff.
- Plywood Factory production was restarted after being leased to a Nepali company.
- Continued extension work and training of small entrepreneurs in tiles manufacturing, small mills projects, and electrification, increasing the total number trained over the years to about 280.
- Changed political situation resulted in high labour expectations with demands and strikes affecting our work towards the end of the financial year.
- Further international collaboration in setting up distribution transformer repair and (at a later date) manufacturing technology
- Change in leadership in the EIDD office in Kathmandu, resulting in formulating a new long term strategy for UMN's involvement in engineering and industrial development.

Description of Activities

Most of the EID Department's work is carried out through related organisations which have been set up by UMN, either in the form of companies or institutions. EID relates to these organisations by representation at Board level, and by seconding UMN expatriates, sometimes to the most senior position.

In addition because of its integrated link with the Andhi Khola Hydel and Rural Electrification Project, the EID Department relates directly to the Irrigation Programme and other Rural Development Programmes of the Andhi Khola Project.

Hydropower Sector:

- Butwal Power Company Ltd. as the owner/manager of hydropower stations, with a design consultancy division for engineering design.
- Himal Hydro and General Construction Ltd. as the civil engineering contractor for construction of hydropower and irrigation systems
- Nepal Hydro and Electric Ltd. as the supplier (through international collaboration) of electrical and mechanical equipment for the hydropower industry, working through Butwal Engineering Works Ltd. as a subcontractor.
- All these companies are heavily involved in the Andhi Khola Hydel and Rural Electrification Project, and the Jhimruk Hydro Electric and Rural Electrification Project.

Training Sector:

- Butwal Technical Institute as a model of apprenticeship training using on the job training methods mostly in Butwal Engineering Works and Nepal Hydro Electric.

Research and Development Sector:

- Development and Consulting Services as a technological centre with emphasis on appropriate technology development and dissemination.
- Gobar Gas Company Ltd. as a disseminator of biogas technology

Industrial Forest and Wood Sector:

- Butwal Plywood Factory Ltd. as the holding company for pioneering industrial forestry.
- Butwal Wood Industries Ltd. as a manufacturer of high quality furniture and a training ground for apprentices.

Future Trends

Much thought and discussion has gone into the formulation of the Long Term Strategy for the EID Department. This has drawn on the assumptions that LMN's main contribution is in the people it can offer, and that these people need to be deployed in ways where they can best use their God-given skills for the development of Nepal.

In order to use these limited resources in the best way we do not see any trend towards a large expansion, but rather some rationalization to bring about a more manageable department, together with ongoing support of the various sectors described above.

The only new area of involvement in the next year, will be more attention to the issue of low cost urban housing through appropriate designs and building materials as part of the activities of Development and Consulting Services.

As part of our ongoing support of existing sectors, investigation work will be carried out to consider possibilities for a hydro electric site to follow the present Jhimruk Project.

Policy Issues

The majority of appointees in the EID Department are seconded to LMN related organisations. Our new long term strategy reinforces this policy and makes provision for secondments to non LMN organisations e.g. government departments, as a form of support.

In this situation it is important that appointees understand their role and that they are seen to be accountable in that role.

The EID Department has revised a previously (hardly used) policy of using a contractual relationship between LMN and the concerned organisation, which clearly defines the rules under which appointees are expected to work and how they are to be accountable.

At the sametime we have strengthened the orientation of new EID Department appointees to help them see their role as on the job trainers with a vision of building up Nepali expertise in their specialised area.

Personnel

The Department currently has 42 full time appointees against a post list of 62. In addition 25 wives enrich our lives and provide much needed support in parttime appointments.

Our Nepali staff and contracted workers number over 750 in the various organisations, but this figure varies considerably depending on the number of daily contracted staff which are needed at any time.

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Health Services Department
Annual Overall Report 1989/90

1. Introduction

The Health Services Department, one of the four functional departments within UMN, is responsible for UMN's involvement in Health and Health-related activities. This includes community health programmes institutionalized health care, training of nurses as well as other programmes.

2. Summary of Programme Reports

2.1 Nursing Campus, UMN-Programme

This Programme offers a 3 year certificate level nurse training. The yearly intake is 40 students (10% male). Seventy percent of the 3rd year students passed their exams this year, a result that compares favourably with similar campuses. The campus functions as a branch of the Maharagunj Nursing Campus in Kathmandu. It has been seeking recognition as an independent campus under the Institute of Medicine since 1987 but no progress was made in this regard. This year, for the first time, the campus produced more graduates than UMN needed in its own programmes. All graduates found employment. Plans are being made for building a hostel to accommodate the male students.

2.2 Community Health Programmes

All our community programmes were affected to some extent by the political changes in Nepal this year. One of the immediate consequences of abolishing the "Panchayat system" was a dearth of locally elected leaders to work with in the village. It is, as yet, unclear how the new "Multi-party democracy" will take shape locally.

Another important happening was the beginning of the implementation of a process of integration of all the Government Health Services. Vertical programmes (malaria eradication, family planning, leprosy control etc.) will now be integrated into the overall district health care delivery infrastructure. This has meant the appointment of Government Village Health Workers (VHW), a category of worker we used to have in our own community health programmes. All our programmes have had to make adjustments to this change. On the one hand we don't want to overlap with or duplicate the work the Government is doing, on the other hand we don't want to see old systems collapse before the new systems have proven their worth.

a. Lalitpur Community Development and Health Project

Health work continued in 28 village development areas in Lalitpur District. This included Family Planning, Mother and Child Health and Health Post activities as well as Health Volunteer training. Two VHW's were able to join Government services, five had to be dismissed whereas 13 received a changed job description and are now working in integrated health development work. Health Development work took place in seven remote village development areas. This included community participatory activities in forestry, drinking water, non-formal education, agriculture and rural industry. In Malta Village area a small team started a Pilot Project with an emphasis on community initiated development.

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With 135 staff this is our largest community health programme. In this year the need for a management review of this programme became apparent and this is now being planned for.

b. Palpa Community Health Programme

This programme works together with selected communities in 7 village development areas to bring about health development. Preventative and curative medical care, agriculture, animal health, non-formal education and drinking water are the components of this programme. Government health posts in Palpa District were regularly visited and health post staff received training. An informal evaluation of the programme was undertaken with input from other UNN-Programmes to help future planning. The programme serves as a training ground for students from the local health auxiliary campuses. Total staff 45, this year a Nepali assistant director was appointed.

c. Gorkha Community Health Programme

This project serves 5 village development areas to the north of Amp Pipal Hospital. Health, drinking water and non-formal education are the main components. Relationships with the Government District Public Health Office have been very good. This enabled the transfer of all 5 VHW's of the Programme to Government Service. Total staff: 12

d. Okhaldhunga Primary Health Care Programme

This Programme works mainly in 5 village development areas in the vicinity of Okhaldhunga Hospital. It works alongside a rural development programme administered by the Rural Development Department. The main activities have been in Tuberculosis control, Mother and Child Health, Volunteer training and Health Education.

Total staff: 19, towards the end of the year a Nepali Programme Co-ordinator was appointed.

2.3 Hospitalsa. Tansen Hospital

This 102 bed hospital continued to serve many people in West Nepal. Out-patients numbered 96,779 and In-patients were 4,956. This is slightly less than last year. A strict policy of limiting patient numbers continues to be enforced putting a lot of stress on relationships with the surrounding community.

A building programme is well under way. A new administration block is finished, OR renovations and refurbishing the old administration section to provide additional ward space is in process. Eventually the number of hospital beds will increase to 125.

An amalgamation with the local 15 bed Government hospital was suddenly proposed by the Health Minister in November. However strong protests from local people caused this proposal to be withdrawn. The number of Nepali doctors posts is increased to 5, with 4 posts presently filled. The activities of the dental department have increased considerably despite understaffing of the department.

b. Amp Pipal Hospital

This 53 bed hospital shows a steady level in the provision of most of its services. Outpatients 33,217, inpatients 2,056. An increase was seen in the area of mother and child health services including family planning and antenatal care. As in other hospitals, charity assessment to discern poor patients needing a

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discount, remains problematic.

c. Okhaldhunga Hospital

The present, 20 bed, hospital was badly damaged by the 1988 earthquake. A new 25 bed hospital is currently under construction. This should be finished by mid 1991. The workload is steadily increasing. Outpatients just under 16,000 (14.7% up from last year) and inpatients almost 1300 (6.8% up from last year). A computerized outpatient information system was started. As planned, more intermediate surgery than previously is done on a regular basis.

d. Patan Hospital

This 138 bed hospital continues to be heavily used by people from Lalitpur District and other areas. Outpatients 154,654, inpatients 8,617. Plans to increase the hospital to 200 beds by using the top floor as ward and building new staff quarters did not materialize because the necessary funding has not been obtained yet. A nepali nursing superintendent desinee was appointed, she will take over from the expatriate who is leaving next year. Towards the end of the year an ad-hoc-union-committee was formed by some of the Patan Hospital Staff. The Board needed extra meetings to deal with demands put forward by this group.

2.4 Other Programmes

a. Gorkha Tuberculosis Control Support Programme

This is a new programme, started this year. It is set up as a support programme to the District Public Health Office, and aims to strengthen the existing TB control services, which are supervised by the Tuberculosis Control Section of the National Tuberculosis Centre. This first year of the programme was mainly spent in gathering information on Tuberculosis and Tuberculosis control activities in Gorkha District, and in training and orientating the 2 TCSP staff.

b. Mental Health Programme - General

Involvement in a programme of training workshops for Paramedical Health Worker Tutors has been very encouraging. It has opened up possibilities for mental health input into paramedical curricular review.

Secondment of psychiatric nurses to the Mental Hospital and Institute of Medicine Teaching Hospital has helped to develop psychiatric nursing skills. A programme was started, in co-operation with the UMN-Training and Scholarship Programme to send Nepali nurses for psychiatric training in India.

Community Mental Health input has been through CDHP but plans are being developed for a community mental health programme in East Nepal. This programme would make use of existing Government Health Care Delivery infrastructure.

At last, after waiting five years, there has been provisional acceptance for a one-year Pilot Project in Dhulikhel Jali. Final acceptance awaits renewal of the overall Health Agreement.

c. Mental Health Programme Drug Abuse Prevention Programme

In the past year DAPP has continued to strengthen Nepali NGO's working in the field of drug abuse prevention. Activities included assistance with setting up a urine-testing facility and

preparation of drug usage surveys. Perhaps the most encouraging event was the coming together of several NGO's for a Joint Pilot Project for demand reduction of narcotics to be funded by UNFDAC (United Nations Fund for Drug Abuse Control).

Through links with "Youth Vision" DAPP has been active in urban youth development work and the plan was for DAPP to change its emphasis into that direction even more in the coming year. However shortly after the end of this reporting year it became apparent that the present programme director will not have a successor. The coming year will now be the last year of DAPP after which the programme will be phased-out. It is encouraging to see local NGO's taking responsibility in this area, something that seemed impossible 6 years ago.

d. UMN-Oral Health Programme

This programme aims to pay attention to the oral health needs of Nepal beyond the dental work done through our hospitals and CHP's. The main activities in the past year have been in training of personnel from within UMN but also from external centres. Compilation and development of teaching aids continues. Information gathering is going on about the pre-malignant condition called "submucosal fibrosis". More dentists would be needed to respond to the oral health needs of Nepal.

2.5 Health Services Seconded Workers

a. Nursing Campus, Maharaigunj

Currently there are two UMN nurse-tutors involved in the Post-basic nursing teaching. One with particular involvement in Community Health Nursing.

b. IOM; Medicine Campus

The doctor teaching basic sciences to MBBS students left. UMN was requested to release another doctor part-time but we were unable to meet that request. Another UMN doctor started a full-time teaching assignment under the community medicine department.

c. Leprosy Research - Anandaban Hospital

The doctor involved in this programme left but continues to be involved in the programme from his home country. The lab-technician continued throughout the year.

d. Mental Health

Three of the appointees working with the UMN Mental Health Programme are seconded on a part-time basis. A psychiatrist to the Teaching Hospital a psychiatric nurse to the Teaching Hospital and a psychiatric nurse to the Mental Hospital.

2.6 Health Services Consultants and Support Services

a. Bio-medical Maintenance

There is a nationwide shortage of trained bio-medical maintenance technicians. This section fulfills an urgent need in our UMN institution. Apart from repairs, the section is also involved in equipment consultancy and management. In the future there will be an emphasis on training local people in this field.

b. Medical Supplies Department

This is a combined programme serving both UMN and INF (International Nepal Fellowship) Programmes. MSD purchases,

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imposts and distributes medicines and medical supplies. The programme is administered by UMN. Annual sales for the year were up to 10.5 million rupees.

c. Nutrition Consultant

A major event was the appointment of a Nepali counterpart who joined the programme after completing a Masters Degree course in Nutrition in the Philippines on a UMN - scholarship. Project visits and other consultation were important means of strengthening the nutrition side of many of our projects, as were the appointments of nutrition-link persons in several projects.

d. Planning, Information and Evaluation Section

This section was established in 1986. It provides a central "Clearing House" for Government required health services information. It operates a central, computer based health service information system. It also provides advice and assistance to project managers and HSO/UMN management in various aspects of planning, monitoring and reporting. It is hoped that the staffing of this section can be strengthened in the coming year to make more time available for input in establishing ongoing systems of evaluation and reporting.

e. Training and Manpower Advisor

Help was given to Health Services Projects with recruitment of Nepali technical staff and finding suitable training courses for in-service training. A start was made to hand-over some of the responsibilities to the UMN Training and Scholarship Programme. In the coming year this section will be phased out and its functions taken over by already existing programmes.

f. Health Services Office

The co-ordination of all the Health Services work is done from the HSO. The Assistant Health Services Secretary left at the end of the year, his successor was delayed and will now be arriving mid-November. This office has no plans or budgets of its own but is part of UMN Headquarters Project.

3. Agreements

The Health Agreement was extended for 6 months after the 26th May, concurrent with the UMN General Agreement. Drafts of a new Health Agreement and a Patan Hospital Sub-Agreement have been submitted and discussed but await the signing of the General Agreement before they can be finalized. All visas requested for expatriate personnel have been granted in the past year, but the process is lengthy.

4. Personnel

With the high turnover of expatriate staff and a time-demanding recruitment procedure it remains a challenge to ensure the staffing of our projects. Some vacancies in the foreseeable future will be for: a Community Health Director, Dentists, a Radiologist, a Pathologist, a Ward Sister with OR experience, and Hospital Administrative Officers. Nepallisation steadily progresses. Noteworthy in the past year are the appointments of a nursing superintendent Designate for Patan Hospital, a Hospital Administrative Officer for Tansen Hospital, an assistant director for the Palpa Community Health Project, a nutrition consultant counterpart etc.

5. Finance

Funding has continued to be available for which we are grateful. The extra-ordinary salary increase implemented this year has had a dramatic

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effect on the Health Services expenditure, a large proportion of which consists of salaries (total Nepali staff more than 900!).

The subsidy for recurring hospital costs rose from 7.9 to 13.6 million rupees. Donations earmarked for Hospital work rose from 5.5 to 5.8 million rupees. The deficit needs to be funded from undesignated funds and other sources. Several hospital reports indicated that we already are in danger of leaving the poor people out by the present level of hospital fees. Increasing fees is a two sided sword. We need donors willing to give towards recurring hospital expenditure.

6. The Future

The currently approved annual and long term plans for the Health Services Programmes do not indicate major changes in the kinds of activities we are involved in.

Area's needing our attention are:

- a) We have to continue to think about ways to make our hospitals more indigenous (management, staffing, financing in order to ensure the long-term future of these much needed institutions. We also need to strengthen the referral function of the hospitals within the overall primary health care services in the district or zone. This will be different in each location depending on local circumstances.
- b) Financing hospitals is increasingly difficult. Raising fees has its limits if we want to continue to serve the poor. Patan Hospital Board has decided to set up a sub committee to investigate alternative ways of financing the hospital. The outcome will be of interest to the other hospitals as well.
- c) With the Nepali Government starting to implement integrated public health activities at a district level we need to reconsider the role of our CHPs. We have been combining community motivational work with health care delivery infrastructure, support work; do we continue to follow both tracks?
- d) Secondments of UMN appointees into Government posts (mainly IOM) have been a fairly minor activity in view of the overall UMN Health work. What steps could we take to have a more major input in this area?
- e) Health Services Department has been facilitating "networking" amongst organizations involved in urban development. A 2 day seminar will be held early November involving many local organizations as well as an outside expert. No specific new programme proposal for urban development involvement of UMN has been envisaged yet.

Health Services Secretary
October 1990

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RURAL DEVELOPMENT DEPARTMENT
Annual Report, 1989-90

1. SUMMARY: This was a year of change within RDD programs yet there was a sense of good forward movement. Community development workshops in November and March provided material for future RD (and others) planning. With the Department Secretary out on leave some things got held in a maintenance mode. Several new opportunities have presented themselves this year.

2. RD OFFICE: The RD Secretary was on home and study leave from November on. This left a backlog of work through the year. Two community development workshops were organized and held in Dulikhel (english and nepali). Looking at helps and hindrances to staff's work in CD was instructive. A taskforce of eight categorized and mapped the 'hindrance' areas. In the next year these will help UMN administration as it strategies it's movement forward. By end of year arrangements were confirmed for a 5 week 'training of trainers' workshop to be held at RDC, Pokhara. With 13 RDC participants and 12 from other UMN projects performance based training skills are being improved. A proposal for UMN to become involved in training traditional village leather product producers has come in. We are looking at the options of if and how this could fit into overall RDD activities.

3. PROJECTS: Within each project there is change this year. Full reports are available on Okhaldhunga, Surkhet, and the Rural Development Centre.

- a. Okhaldhunga - This is the first reporting through the RD with the trial division. With earlier motivation work through the old CHP, communities are ready to organize to utilize literacy, water, forestry and agricultural resources.
- b. Surkhet - Several senior posts have been filled with Nepalis as UMN looks towards "Nepalizing" the Badichaur location in the next year. All sections participate actively in the non-formal education classes in a motivational and facilitating capacity.
- c. Rural Development Centre - There is a major focus change as RDC moves from an internal UMN training/consultancy to a wider NGO/user-groups training emphasis. Discussion continues with the Social Services National Coordinating Council about working through them.
- d. Nisikot - This time limited forestry programme is just beginning with UMN in Dhadding District, just west of Kathmandu. Late in the year USAID came to UMN enquiring about our assuming management of this programme. Feeling that this would open doors by direct contact with the Ministry of Forestry in it's Community Forestry Programme, we agreed. Along with the Nisikot location is a site 5 hours walk south of Jiri, Rasnalu. Investigating it's possibilities had not yet started at year end.

4. CONSULTANCY: Through the RDD two wider UMN resources are provided.

- a. Advisory Group on Nepali Women - With continued encouragement to move ahead, this group has come under RDD administratively. At year end a Nepali Coordinator was hired on a contract basis. Within many UMN projects there is renewed focus on the role of girls and women in their project area.
- b. Performing Arts - Projects have to see performing arts as a village motivational tool. Sunil Pokharel made himself available, with Andikhola making the most use of him. A troupe made a trip, Pokhara, Andikhola, Surkhet. There are a number of projects planning to use Sunil in their post-monsoon program of activities.

5. STATE OF AGREEMENTS: Not much has happened with agreements yet. For RDC we are having a positive dialogue with SSNCC. We do anticipate an

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agreement for RDC as a training center under SSNOC. Surkhet's agreement with the Department for Cottage and Village Industries will need renewal with the new UMN general agreement, but the general agreement is first. Okhaldhunga's agreement via the Ministry of Health seems to cover adequately. Nisikot is under a USAID agreement with the Ministry of Forestry.

6. OVERVIEW OF PERSONNEL: We are quite pleased with staffing over the past year, expatriate and nepali. Though there were other posts vacant, only the training trainer in RDC and a seconded position in Jumla expatriate posts we were sorry not to fill. Foresters are presently needed in both RD and seconded positions. Nepali staffing is not complete, but is improved. As with expatriate staff that can rotate out after a 3-4 year term, Nepali staff also press for continued education opportunities so there is a certain amount of turnover there also. New UMN salaries have been really helpful for Nepali staff recruiting.
7. OVERVIEW OF FINANCES: Finances seem to be getting tighter, even for rural development! We have been pleased with support up till present for all programs. As we look at some long term planning projected, both we and donors look twice. We continue to struggle with making a project that is adequately funded and yet stretches money as far as possible in a community development context.
8. LOOKING AHEAD: In a tunnel vision of RD, things are going on well. Due to our structural setup we do not maximize experience across the entire mission. Some good things happening in other departments do not get to us.

SF/9/90

BD:24

**HEADQUARTERS PROJECT
ANNUAL REPORT 1989/90**

1. Summary

1989/90 has been a year of major changes both on a national level and within the United Mission to Nepal.

- Within UMN events of note have included the handover to a new Executive Director and the six month extension of the existing General Agreement, (see below for further details).
- High expectations among the population following the change of government have been marked by a wave of industrial/labour unrest and high wage demands which have had direct repercussions for UMN. A staff union has been formed among Headquarters staff and various requests have been submitted to management.
- A new Staff Representative/Management Advisory Group has been established to advise the Personnel Policy Committee on matters affecting terms and conditions of employment.

2. Project Description

UMN Headquarters is located in Thapathali, Kathmandu and is responsible for co-ordinating the mission's work throughout Nepal. In addition to the co-ordination of projects and programmes within Nepal, HQ acts as the main link between UMN's Member Bodies and supporters around the world, particularly in connection with personnel and finance. The Executive Director is supported in his leadership role by members of the Coordinating Committee (CC) comprising the Secretaries of the Health, Education, Engineering and Industrial Development and Rural Development Departments, in addition to the Treasurer and Personnel Secretary.

3. General Activities

- Monthly meetings of the CC, providing overall co-ordination to the work of the mission.
- Liaison with Member Bodies, funding agencies and other supporters regarding personnel, finance, information and prayer.
- On-going contact with various ministries of HMGN concerning agreements/ visas and in order to maintain and strengthen UMN/HMG relationships.
- Provision of support to UMN projects through visits, consultation and advice and by organising seminars and training events as appropriate.

4. Project Activities

4.1 The Executive Director's Office

The new Executive Director arrived in Nepal in October and after several months of language and orientation study and a brief period of handover time, he took up his responsibilities on 1 March 1990.

The CC has held full meetings on a monthly basis in addition to informal weekly reporting sessions to ensure effective communication within UMN's leadership.

Regular contact with Government officials has continued and much effort has gone into seeking a renewal of UMN's five year General Agreement with HMG. The renewal process, which was nearing completion in early April 1990, has been postponed to give members of the new Interim Government the opportunity for comment and input. A six month extension of the existing agreement has been signed to enable this additional consultation process to take place. No further changes to the Agreement are anticipated and the Executive Director's office continues to push for a renewal of the agreement as soon as possible.

4.2 The Treasurer's Office

This office is responsible for: the coordination of all funding requests and correspondence with funding agencies, preparation of consolidated budgets and financial reports, cash flow management and day to day contact with CC members and UMN projects/programmes over financial matters.

The Systems Analyst (who reports to the Treasurer), provides advice and technical support regarding computer use throughout the mission. The computerised HQ/MSP accounting system installed last year is working well. A new expatriate personnel data base has been designed and set up in the Personnel Department, greatly improving the department's ability to respond to increasing demands for information from Government.

4.3 The Personnel Department

This department has continued to provide input and advice on a range of issues affecting expatriate and Nepali personnel missionwide. The department acts as the main link between UMN and its Member Bodies regarding their Appointees on the field, in addition to handling the recruitment and processing of all new expatriate personnel.

An increase in visa-related paperwork required by government has added considerably to work levels as the department has continued to handle all UMN visa and trekking permits. All Official Visas have now been renewed up to 26 November 90 and some delays are anticipated in handling the next batch of renewals at the end of the year.

The Training & Development Manager has now been in post for twelve months. This period has been spent getting to know the organisation and making the Training & Development function known. Most projects have been visited and a range of small training courses and workshops (eg Project Directors' meetings, Community Development Workshops) have been organised. On the basis of this initial familiarisation period, CC has approved a list of Training & Development priorities for the next twelve months which seeks to balance the actual delivery of training programmes and services, with the development and implementation of policy proposals that will improve the way UMN trains its staff.

One full time and two part time Counsellors have been in post during the year. A number of trekking/holiday events have been organised for those wishing to take part, and most projects have received at least one visit from a Counsellor. In addition, one of the part time Counsellors has begun work on addressing the particular needs of spouses within the mission. The department continues to be grateful for the valuable input to expatriate care given by our Consultant Psychiatrist and Medical Coordinator. The Medical Coordinator post is being filled temporarily at present, however it is planned to fill the post permanently later in the year.

5. Department Secretaries

The four Department Secretaries and their Assistants have continued to carry responsibility for the personnel and projects in their remit. These activities are covered in detail in each departmental report.

Staffing

FTE Expatriates - 25 Nepalis - 9

BD:26

Missionwide Support Project
Annual Report 1989/1990

Project Description

The Missionwide Support Project (M.S.P.) established in July 1987, is located in the Headquarter's complex in Thapathali, Kathmandu. M.S.P. brings together administratively a wide range of services offered to all UMN projects. The diversity of services offered by the project is best reflected in the number of activities listed.

Report:

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

Accounts Office has continued to keep the financial records for the MSP/HQ, 200 personal accounts, 12 bank accounts and 800 other accounts, 853 individual records for the staff Provident Fund, as well as other business office related matters such as monthly statements, traveller's cheques etc.

Archives department has been shifted from Nepal to U.K. during the year 1989/90. Betty Young is now looking after Archives from U.K. at the University of Edinburgh.

Central Services Department has provided support by purchasing 1262 air/bus tickets, Rs. 1.7 million of goods to the projects, shipping 1,08,655 kgs of freight on trucks and charters, travelling a total of 37,725 kms. in 4 vehicles, arranging import licenses, new vehicle registration books and licenses and renewals, renewing 85 Insurance policies, organizing 26 truck trips, as well as arranging for advertisements, and other government liaison works.

Guesthouses had a 15,518 overnight stay bed occupancy 59% which included LOP students, UMNers staying in Kathmandu for work or holidays, and official visitors to UMN. Comparing last year the bed occupancy figure is down slightly because of the political unrest.

Library has added 660 volumes to its stock widening the subject coverage. 135 volumes of books and 3000 items of 50 different titles of Health Education materials were ordered and supplied to the projects, 100 periodical titles were regularly received.

Mailroom continued to sort a steady flow of 2,02,478 pieces of outgoing and incoming mail, 657 overseas parcels, and increasing numbers of internal correspondence to the projects and their personnel.

BD:27

Mechanical Maintenance continued to give missionwide support with specialized technical assistance eg. in the areas of Vehicle repairs and maintenance, generator repairs, computer repairs, etc.

Office Services have provided support to the various departments in Headquarters and MSP for their stationery, photocopying, duplicating, telephone, telex, circular distribution and other secretarial needs as required. The fax line was brought before the end of the year.

Open House Clinic has provided emergency services, vaccination, and post natal care for the expatriates.

Publication Office produced several booklets on various aspects of the work done by UMN, and updated UMN brochures. P.O. also works with Executive Director's office in News Release.

Public Relations Office has continued to arrange for the meeting of returning Appointees from furloughs, receiving the official visitors and preparing itineraries for them.

Valley Housing has maintained the UMN properties in Kathmandu and renegotiated leases on 99 houses and 12 new leases. The Nepali maintenance team, has been working on a regular routine of repair and maintenance.

Expatriate F.T.E.	:	8
Nepali F.T.E.	:	67

Evaluation

The project has been successful in creating a team and broadening its existing field of activities. The feedback from the projects has been encouraging and evaluation was done for timely improvements. We tried to implement our longterm plan of nepalization in the different departments of MSP.

CONSTITUTIONAL MATTERS

Following the lifting of the moratorium on UMN membership for non-Asian organisations at the 1989 Board of Directors meeting, it was resolved to encourage continued dialogue with existing Asian member bodies to enable their full contribution to UMN; and to approve amended criteria for new membership and membership retention. The April 1990 Executive Committee subsequently recorded a minute recommending amendments to the UMN Constitution and Bye-Laws set out below:

EC(1)-22/90 Constitution and Bye-Law Amendments BD-11/84, BD-7/89, BD-8/89 **It was RESOLVED** to recommend to the Board of Directors meeting 1990 that the following amendments be made:

- a) **Constitution 5.2 to read:**
Membership is conditional upon the recruitment and provision of Workers with their full personal support, or upon the payment of an annual grant to UMN equivalent to the minimum of one per capita grant, or both. Member Bodies will pay annual per capita grants for their Workers, to cover the administrative costs of UMN, as defined in the Bye-Laws.
- b) **Renumber original Bye-Law 2.2 to 2.3, and new Bye-Law 2.2 to read:**
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.
- c) **Renumber original Bye-Law 2.3 to 2.4 to read:**
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.
- d) **New Bye-Law 2.5 to read:**
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.

BD:32

BD Agenda # 13 / EC Agenda # 9

NOTE: This paper was sent August 15 to all member bodies but some board members may have not received it. Numerous responses are being received from UMN staff and board members and will be incorporated in a revision to be considered by the board sub-committee prior to the November board meeting. This is a background paper for policy direction; the final statement may have another format. If you have opportunity to send reactions before coming to the board meeting, please do so.

Long-term Strategy for UMN Work in Nepal

1. Introduction.

1.1 The purpose of this paper is to present the background for a policy statement by (a) describing the emerging environment for mission in Nepal, summarizing the ideas presented in papers requested by the sub-committee during the past year as well as observations on the political changes introduced in April 1990, and (b) suggesting some of the assumptions and implications of the four policy directions suggested by the Subcommittee at their meeting 16 November 1989.

1.2 The goal of the proposed policy statement is to provide guidelines for future directions **specific** enough to evaluate program proposals and **flexible** enough to accommodate the diversity of UMN projects in their various stages of development.

1.3 The statement approved by the UMN Board of Directors April 1970, "United Mission to Nepal Policy Guidelines" remains a perceptive and timely document which addresses in a remarkable way many of our current policy concerns. (Copies available on request from the ED office.)

2. The emerging environment for mission in Nepal.

2.1 Political/economic factors.

2.1.1 The political changes of April 1990 should stimulate greater democratic participation in development, but the transition period will likely have difficulties and stress.

2.1.2 There are many socio-economic indicators that development efforts in Nepal will be urgently needed for a very long time.

2.1.3 Nepal will continue to welcome development assistance from foreign non-government organizations, but likely with increasingly rigorous guidelines for expatriate participation with the aim of building up Nepali competence and increasing self-reliance. It may follow the example of other South Asian countries in this respect, particularly India and Bangladesh.

2.1.4 Nepal's relationship to India, whether characterized by nationalistic separation or open borders, will continue to impact its economic development.

2.1.5 Visas for expatriates working with foreign organizations in Nepal will receive even more scrutiny, possibly with demands for specific plans for counterparts to be trained for the expatriate positions. BD:33

2.1.6 At the same time there may be more openness to secondment of expatriates into Nepali organizations where the ownership and management is indigenous.

2.1.7 The government is encouraging the development of local NGO's, and welcomes international NGO assistance in that area.

2.1.8 For economic and cultural reasons, there will continue to be a shortage of qualified Nepalis for development work outside the main urban areas.

2.1.9 The need and opportunity to assist in the development of Nepali human resources through training will continue.

2.2 The Nepali church.

2.2.1 The Nepali church continues to grow and mature, but in the foreseeable future will not be in a position to take over the large, relatively sophisticated, complex, and costly institutions and organizations of UMN.

2.2.2 Christians will have more religious freedom under the new constitution, but the exact form of that will not be known until new laws are promulgated.

2.2.3 As the church grows in a context of legal recognition, it will likely want to develop various ministries with which UMN could cooperate in a partnership relationship.

2.2.4 The constitution and laws may be changed to give Nepali Christians a measure of religious liberty, but restrictions will likely remain on expatriate direct involvement in church activities.

2.2.5 With more religious liberty, there will likely be an increase of mission interest in Nepal. UMN will have the opportunity to demonstrate a mission partnership that respects the autonomy and discernment of the Nepali church and refrains from importing denominational structures into Nepal.

2.3 United Mission to Nepal.

2.3.1 The present trend is to increase the number of Nepalis moving into to positions of leadership within UMN.

2.3.2 Another trend is to increase the number of expatriates serving in posts not directly administered by UMN. For example, GBS and KTS are projects essentially operated by HMG, to which we second educational experts.

BD:34

3. Outline for a long-term strategy for UMN presence in Nepal.

(The following four points are those recommended by the Sub-committee, 16 Nov 1989, with some assumptions and implications listed below each point.)

3.1 That UMN be fundamentally a people resource organization channeling expatriates to assist in working with Nepalis and their communities in the development of Nepal.

3.1.1 This emphasis fits best with the UMN "Statement of Mission and Purposes."

3.1.2 Recognizes that the Kingdom of God grows primarily through the dedication of the gifts God has given to persons.

3.1.3 Assumes our appropriate role as "servants" rather than those who control.

3.1.4 Assumes a continuing investment in training of Nepalis as a major development strategy.

3.1.5 "Channeling expatriates" may refer to a wide variety of placements which UMN would facilitate, including assistance in identifying possibilities of self-supporting ministries.

3.2 That UMN's expatriate human resources support and strengthen existing and new Nepali institutions, programmes and projects.

3.2.1 The policy of UMN will be to plan that future ownership and management of its present institutions and programmes shall evolve into indigenous hands, either that of the government, semi-government or private organizations, or that they may be appropriately phased out.

3.2.2 Assumes that while UMN will not create new UMN owned and managed institutions, there will be continued support of existing institutions aimed at a responsible incorporation into Nepali structures.

3.2.3 Recognizes that development cannot be imposed by outsiders and that long-term effectiveness will need to be in a mode indigenous to Nepal and the responsibility of Nepalis.

3.2.4 Provides a better context for introducing innovation more likely to affect lasting change. At the same time it can reduce the possibility of imposing technology and management styles inappropriate to the cultural and socio-economic context.

3.2.5 Implies giving up of some of the reality and symbols of power as usually expressed in Western dominated organizations operating in economically power countries.

3.2.6 UMN might be instrumental in helping create new Nepali institutions, programmes, and projects, especially in the voluntary sector, thus providing alternatives to complement the government's development activities.

3.2.7 Includes appropriate financial assistance for programmes in which expatriates are working and UMN serving as a link between donor agencies and needs in Nepal.

3.2.8 Implies the possibility of a wide range or types of expatriate assignments, i.e. secondments, small teams in short-term integrated projects, remote postings where difficult to secure qualified Nepalis, etc.

3.3 That UMN be primarily an organization to support its expatriate human resources and negotiate with Nepali organizations and programmes on placement of them.

3.3.1 Recognizes the difficulties and different stresses of working under other organizations instead of "running our own show."

3.3.2 Assumes need for more personal and spiritual support in view of likely increased isolation from familiar support systems provided by present UMN project structure and personnel concentrations.

3.3.3 Will require a different conceptualization of "support" and different methods to provide both physical and technical support.

3.3.4 Fulfilling this function would demand a different way of relating to government and would need to be preceded by careful negotiations.

3.4 UMN will continue in Nepal as long as expatriate human resources are welcome.

3.4.1 Long term commitment allows for gradual and responsible shift toward new ways of working in Nepal.

3.4.2 A smaller organizational presence may be less threatening and pose less political problems for HMG in allowing continued expatriate participation in development.

3.4.3 The long term UMN presence will continue to utilize the service of Nepali employees, but likely on a smaller scale.

3.4.4 A long term presence on a less institutional base will make it easier to develop joint efforts with the Nepali church when they are officially recognized, if their vision and planning invites such cooperation.

15/8/90 em

UNITED MISSION TO NEPAL
Consolidated Balance Sheet
15th July 1990
(all figures are in NPs.. \$1 U.S. = NPs. 29.10)

15/7/89		15/7/90
170,864,110	Fixed and Other Assets	257,519,335
77,766,663	Current Assets	103,726,445
(20,377,601)	Current Liabilities	(41,544,276)
<hr/>		<hr/>
228,253,172	Net Assets	319,701,504
<hr/>		<hr/>
Represented by:		
3,274,483	Undesignated Fund	3,850,850
15,811,365	Other Funds	16,081,018
43,800	Endowment Fund	43,800
7,574,663	Unspent Gifts for Capital Items	11,120,271
3,076,367	Unallocated Current Year Surplus	452,871
15,690,590	Programme Funds	18,775,811
4,013,245	UMN Related Companies Working Capital	4,668,563
178,768,659	Accumulated Capital	264,708,320
<hr/>		<hr/>
228,253,172		319,701,504
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Note:

1. Bank guarantees by UMN, issued and outstanding at 15th July 1990:
 - a) NHE, Rs. 160,000 Expires 6 September 1990
 - b) NHE, Rs. 171,000 Expires 6 September 1990
 - c) BEW, Rs. 750,324 Expires 8 September 1990
 - d) NHE, Rs. 210,500 Expires 16 July 1992

UNITED MISSION TO NEPAL
 SUMMARY STATEMENT OF REVENUE AND EXPENDITURE
 For the Year Ended 15 July 1990

	Revenue	Expenditure	Incr. (Decr)
GENERAL ADMIN & APPOINTEE SUPPORT	18,102,822	18,141,265	(38,443)
LANGUAGE LEARNING	1,259,688	1,308,875	(49,187)
HEALTH SERVICES	58,651,777	55,277,704	3,374,073
EDUCATION	21,316,217	17,489,149	3,827,068
ENGINEERING & INDUSTRIAL DEV'L	99,806,599	99,053,858	752,741
RURAL DEVELOPMENT	5,807,154	7,042,580	(1,235,426)
	204,944,257	198,313,431	6,630,826
UNALLOCATED SURPLUS	452,871		452,871
GRAND TOTALS	205,397,128	198,313,431	7,083,697

NOTES:

1. Revenue and expenditures include recurring, capital, and program budgets. Amounts needed to balance recurring budget shortfalls have been allocated and are included as revenue.
2. A total of Rs. 17,108,150 representing interproject activities has been eliminated from project-reported revenue and expenditure.
3. Total revenue includes Rs. 14,406,792 as Personnel Contributed Servi (PCS) and Rs. 22,776,770 of other revenue generated within Nepal.
4. Expenditures include Rs. 52,220,964 of recurring expenditures, Rs. 138,166,938 of program expenditures, and Rs. 7,925,529 of capita expenditures after interproject eliminations have been made.

DETAIL OF UNALLOCATED SURPLUS FOR 1989-90

Grants Available For Recurring Budgets	7,612,407
Foreign Currency Exchange Rate Gain	6,752,871
Interest Income	4,060,635
	18,425,913

Funds Allocated To Recurring Budgets	
General Admin and Appointee Support	1,998,560
Health Services	15,466,344
Education	384,223
Engineering & Industrial Dev'l	9,312
Rural Development	114,603
	17,973,042
Unallocated Surplus 1989-90	452,871

PER CAPITA GRANTS

Grants From Member Bodies

Assemblies of God, USA	28,200
Baptist Missionary Society, UK	640,396
Christian Church (Disciples), USA	68,721
Church Missionary Society, Australia	448,311
Church Missionary Society, UK	281,000
Church of North India	15,554
Church of South India	16,800
Committee for Service Overseas, West Germany	219,160
Church of Scotland	81,784
Danish Santal Mission	191,155
Evangelical Free Church of Finland	41,929
Evangelical Lutheran Church in America	221,600
Finnish Evangelical Lutheran Mission	238,995
Gossner Mission, West Germany	110,650
Interserve	3,410,200
International Technical Assistance Group	130,648
Japan Antioch Mission	63,120
Japan Overseas Christian Medical Cooperative Service	57,200
Mennonite Board of Missions, USA	346,567
Mennonite Central Committee, USA	303,953
Methodist Church of India	---
Methodist Church, UK	350,910
Norwegian Himal-Asia Mission	254,585
Orebro Mission, Sweden	449,190
Presbyterian Church in Canada	51,971
Presbyterian Church Synod, Mizoram	---
Presbyterian Church in Ireland	140,515
Presbyterian Church, USA	171,600
Regions Beyond Missionary Union, UK	300,300
Swedish Free Mission	82,200
Swiss Friends For Nepal	27,600
Tear Fund, UK	311,300
United Church of Canada	(45,014)
United Church of Christ, Japan	53,770
United Methodist Church, USA	161,700
Wesleyan Church, USA	27,700
World Concern, USA	281,150
World Mission Prayer League, USA	487,162
Korea Christian Medico-Evangelical Association	28,500
PCGs Receivable	390,435
Less PCG's outstanding at previous year end	(972,892)
Per Capita Grant Sharing Fund	87,300
Other Per Capita Grants	621,421
 TOTAL PER CAPITA GRANTS FOR 1989-90	10,177,346

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

From Member Bodies

Baptist Missionary Society, UK	498,577
Christian Church (Disciples), USA	151,205
Church Missionary Society, Australia	341,188
Church Missionary Society, UK	327,954
Danish Santal Mission	427,080
Evangelical Lutheran Church in America	282,249
Finnish Evangelical Lutheran Mission	12,710,000
Gossner Mission, West Germany	1,052,057
Interserve (BMMF International)	430,628
Japan Overseas Cooperative Service	28,600
Mennonite Board of Missions, USA	4,989
Methodist Church, UK	21,500
Norwegian Himal-Asia Mission	89,175,710
Orebro Mission, Sweden	11,180,230
Presbyterian Church in Canada	80,485
Presbyterian Church in Ireland	419,551
Presbyterian Church, USA	759,156
Regions Beyond Missionary Union, UK	1,202
Swedish Free Mission	546,862
Swiss Friends For Nepal	33,163
Tear Fund, UK	4,743,257
United Church of Canada	1,435,014
United Methodist Church, USA	1,993,769
World Mission Prayer League, USA	177,967

	126,822,394

From Other Donors

Bread For The World, West Germany	1,585,172
Christoffel Blinden Mission, West Germany	386,820
Hope International	592,308
ICCO, Holland	5,350,047
International Ministries, American Baptist Churches	436,500
International Technical Development Group, UK	443,178
Leprosy Mission International	174,508
Norwegian Church Aid	2,069,923
Presbyterian Medical Mission	1,694,960
Tear Fund, Australia	1,678,299
Wilde Ganzen	747,356
World Council of Churches	118,841
Other Donors	3,518,808

	18,796,720

TOTAL 1989-90 GIFTS/GRANTS RECEIVED

145,619,115

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DISTRIBUTION OF GIFTS/GRANTS

Mental Health & Drug Abuse Prevention Programme	250,430
Forestry Programmes	2,492,332
Tansen Hospital	2,508,427
Palpa Community Health Programme	2,498,814
Amp Pipal Hospital	249,700
Gorkha Community Health Programme	636,207
Okhaldunga Hospital	955,930
Okhaldunga Community Health Programme	28,600
Nursing Campus - Recurring	1,693,766
Nursing Campus - Capital	414,055
Patan Hospital	3,350,218
Lalitpur Community Development & Health Programme	9,365,765
Leprosy Work	174,508
Jumla Project	4,495,747
Training & Scholarship Programme	4,206,764
Student Financial Assistance Programme	1,827,726
Development Communications Productions	170,400
Business School	39,049
Gandaki Boarding School	6,506,471
Kathmandu Internat'l Study Center	30,672
Development & Consulting Services, Butwal	28,348
Butwal Technical Institute Expansion Programme	2,142,275
DCS Rural Electrification Programme	443,178
Rural Development Center, Pokhara	1,239,326
RDC Horticulture and Agronomy Support Programme	284,530
Andhi Khola Hydel and Rural Elect. Programme	16,869,594
Jhimruk Hydel and Rural Elect. Programme	70,117,979
Andhi Khola Project	955,725
Andhi Khola Irrigation Programme	592,308
Surkhet Project	1,585,172
Okhaldunga Rural Development	236,395
Earthquake Relief and Rehabilitation	3,093,481
Other funds including undesignated gifts	317,408
Medical Assistance Fund, General	1,707,231
Medical Assistance Fund, Patan Hospital	1,436,161
Medical Assistance Fund, Tansen Hospital	1,855,376
Medical Assistance Fund, Amp Pipal Hospital	427,744
Medical Assistance Fund, Okhaldunga Hospital	391,306
 TOTAL DISTRIBUTION OF 1989-90 GIFTS/GRANTS	145,619,115

Personnel Profile

United Mission to Nepal

November 1990

Countries of Origin

341 expats from 18 countries

Australia	39
Canada	19
Denmark	4
Finland	11
W. Germany	13
Hong Kong	1
India	4
S. Ireland	1
Japan	4
S. Korea	1
Netherlands	27
New Zealand	6
Norway	15
Phillippines	1
Singapore	1
Sweden	16
United Kingdom	106
United States	72

U.M.N. EXPATRIATE PERSONNEL

<u>Member Bodies</u>	<u>Person</u>
1 Assemblies of God	-
2 Baptist Missionary Society, UK	20
3 Christian Church (Disciples), USA	3
4 Church Missionary Society, Australia	15
5 Church Missionary Society, UK	7
6 Church of North India	-
7 Church of Scotland, UK	3
8 Church of South India	-
9 Committee for Service Overseas (DU), Germany	9
10 Danish Santal Mission, Denmark	5
11 Evangelical Free Church of Finland	1
12 Evangelical Lutheran Church in America	4
13 Finnish Evangelical Lutheran Mission, Finland	6
14 Gossner Mission, Germany	4
15 International Technical Assistance Group, USA	7
16 Interserve	96
17 Japan Antioch Mission	2
18 Japan Overseas Christian Medical Cooperative Service	2
19 Korean Christian Medico-Evangelical Association	1
20 Mennonite Board of Missions, USA	16
21 Mennonite Central Committee, USA	10
22 Methodist Church in India	-
23 Methodist Church, UK	9
24 Norwegian Himal-Asia Mission, Norway	14
25 Orebro Mission, Sweden	18
26 Presbyterian Church in Canada	2
27 Presbyterian Church in Ireland	6
28 Presbyterian Church in USA	6
29 Presbyterian Church Synod, Mizoram, India	4
30 Regions Beyond Missionary Union, UK	6
31 Swedish Free Mission, Sweden	-
32 Swiss Friends for Mission in India & Nepal, Switzerland	-
33 TEAR Fund, UK	12
34 United Church of Canada	6
35 United Church of Christ in Japan	-
36 United Methodist Church, USA	8
37 Wesleyan Church, USA	1
38 World Concern, USA	4
39 World Mission Prayer League, USA	17

Non-Member Body Sending Agencies

1 Baptist Union of Norway	2
2 Church Missionary Society, Ireland	2
3 Life Ministries, Australia	2
4 Southern Baptist Convention, USA	4
5 TEAR Fund, Holland	5

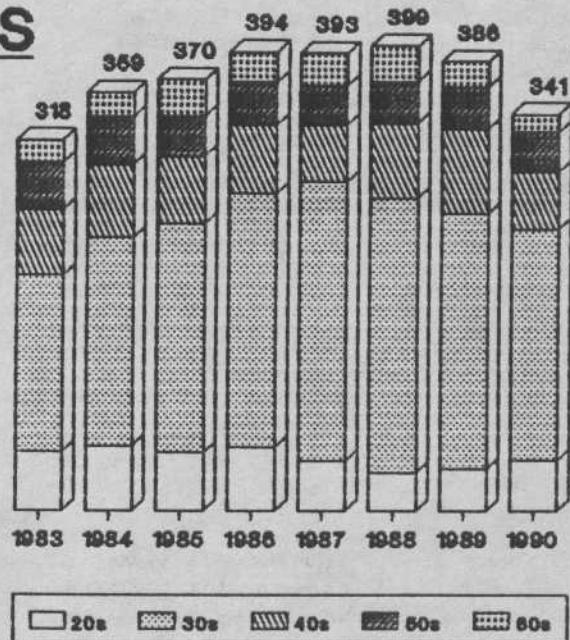
U.M.N. EXPATRIATE PERSONNEL

Comparative Figures for 1983 - 1990

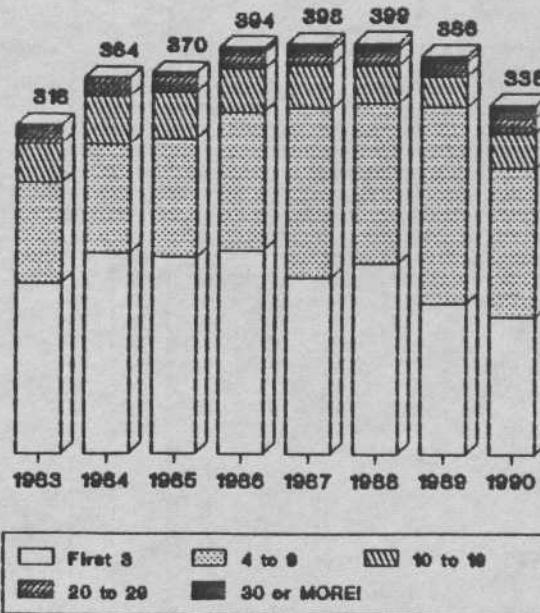
Years	'83	'84	'85	'86	'87	'88	'89	'90
Total Expatriate Personnel	335	381	387	418	398	399	386	341
** Gender & Marital Status								
Married Women	111	131	134	147	139	144	144	126
Married Men	111	131	134	147	139	144	145	123
Single Women	98	102	103	108	101	87	79	67
Single Men	15	17	16	16	19	24	18	24
** Age Ranges								
20's	51	56	50	55	43	33	36	44
30's	151	178	196	217	239	235	219	198
40's	56	68	58	59	49	65	73	49
50's	41	41	35	37	34	36	36	35
60's	19	21	31	26	28	30	22	14
70's	-	-	-	-	-	-	-	1
** Years of UMN Service								
In first 3 years	165	195	191	198	171	185	145	133
4 - 9	97	105	115	134	164	155	191	148
10 - 19	38	46	45	42	42	37	30	36
20 - 29	18	18	19	16	15	15	14	18
30 or more years	-	-	-	4	6	7	6	6
* Note : Year-to-year trends are not directly comparable, since data for these categories are not always complete for each year								

Expatriate Personnel

Age Ranges



Length of Service



UNITED MISSION TO NEPAL
PROJECT INFORMATION

PROJECT NAME	TYPE			PERSONNEL		
	A	B	C	APPOINT	NEPALI	
<u>Headquarters/Administration</u>						
HQ Support, Education Services Office	X			5	2.5	
HQ Support, Engineering and Industrial Development Office	X			2		
Headquarters	X			11	13.5	
HQ Support, Health Services Office	X			6		
HQ Support, Missionwide Support Project	X			7	71	
HQ Support, Rural Development Office	X			3		
<u>Education Development</u>						
Business School, Kathmandu	X			2	6	
Development Communication Productions		X		1		
Gandaki Boarding School, Pokhara		X		6	94	
Higher Secondary Education Council			X	1		
Jumla United Mission Project	X			11	10	
Kathmandu International Study Centre (KISC)	X			7		
Kathmandu Tutorial Group	X			1		
Language and Orientation Programme	X				3	
Training and Scholarship Programme	X			1	8	
<u>Engineering and Industrial Development</u>						
Andhikhola Irrigation Programme	X					
Andhikhola Project	X			4	24	
Butwal Engineering Works		X			50	
Butwal Gobar Gas Company		X			100	
Butwal Plywood Factory		X		1	40	
Butwal Power Company, Andhikhola		X		5	50	
Butwal Power Company, Jhimruk		X		2	7	
Butwal Power Company, Kathmandu		X		6	15	
Butwal Project	X			3		
Butwal Wood Industries		X			20	
Himal Hydro, Butwal		X		1	8	
Himal Hydro, Jhimruk		X		4	120	
Himal Hydro, Kathmandu		X		1	6	
Institute of Technology & Industrial Development, Butwal	X					
ITID, Butwal Technical Institute	X			1	130	
ITID, Development and Consulting Services	X			4	57	
Jhimruk Project	X			2		
Nepal Hydro Electric, Butwal	X			1	50	
Nepal Hydro Electric, Kathmandu	X					
<u>Health Services</u>						
Anip Pipal Hospital	X			7	75	
Community Development and Health Project, Lalitpur	X			11.5	144	
Gorkha Community Health Programme (CHP)	X			2	11	
Gorkha Project	X			4		
Institute of Medicine (Seconded Workers)		X		3		
Leprosy Mission, Anandaban Hospital		X		1		
Mental Health Programme	X			5		
Medical Supplies Department	X			1	3	
Nursing Campus, UNM Programme	X			7	40	
Nutrition	X			1	1.5	
Oral Health Programme	X			.5		
Okhaldhunga Hospital	X			3	29	
Okhaldhunga Project	X			2	2	
Palpa Community Health Programme (CHP)	X			3	43	
Palpa Project	X				7	
Fatan Hospital		X		18	310	
Planning and Evaluation	X			1	1	
Primary Health Care (PHC)	X			2	12	
Tansen Hospital	X			15	244	
Training and Manpower	X			1		
<u>Rural Development</u>						
Okhaldhunga Rural Development	X			5	25	
Rural Development Centre, Pokhara	X			6	33	
Surkhet	X			4	15	
Furlough				29		
	Totals	36	18	3	231	1662.5

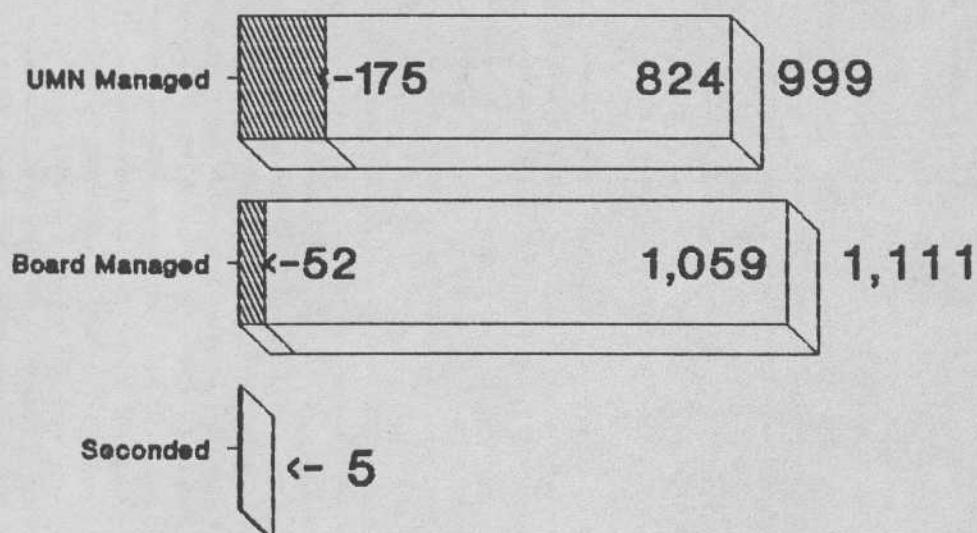
A = UNM Managed

B = Board Managed with UNM Representation

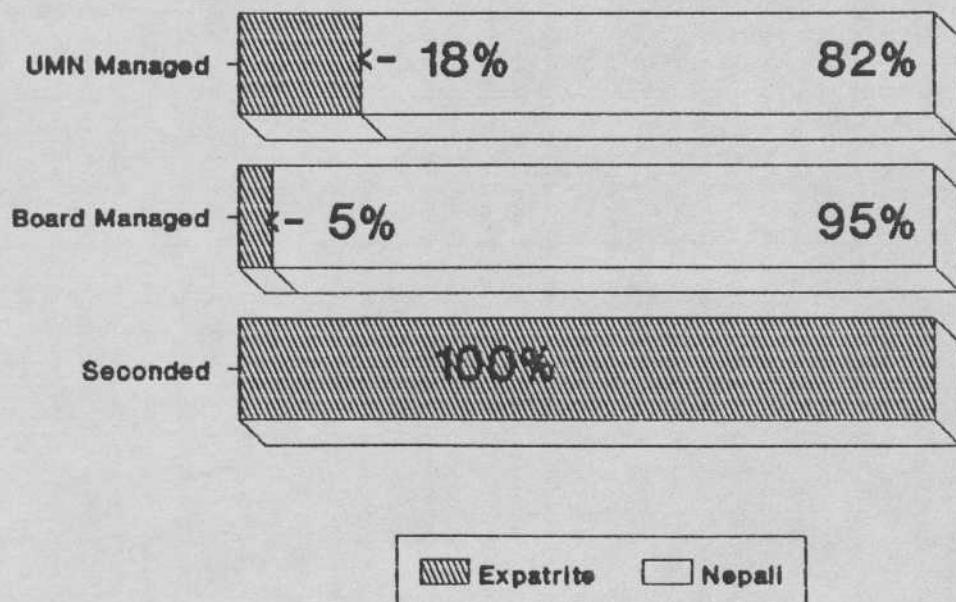
C = Secondments

Personnel Management Types

Total Filled Posts (FTE)

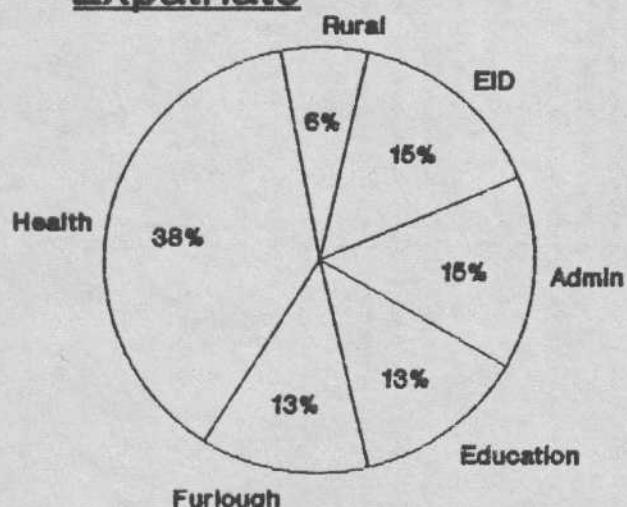


Proportion of Filled Posts

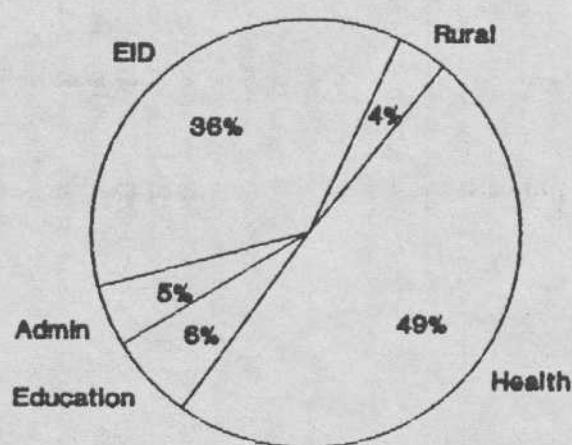


Personnel Activity Types

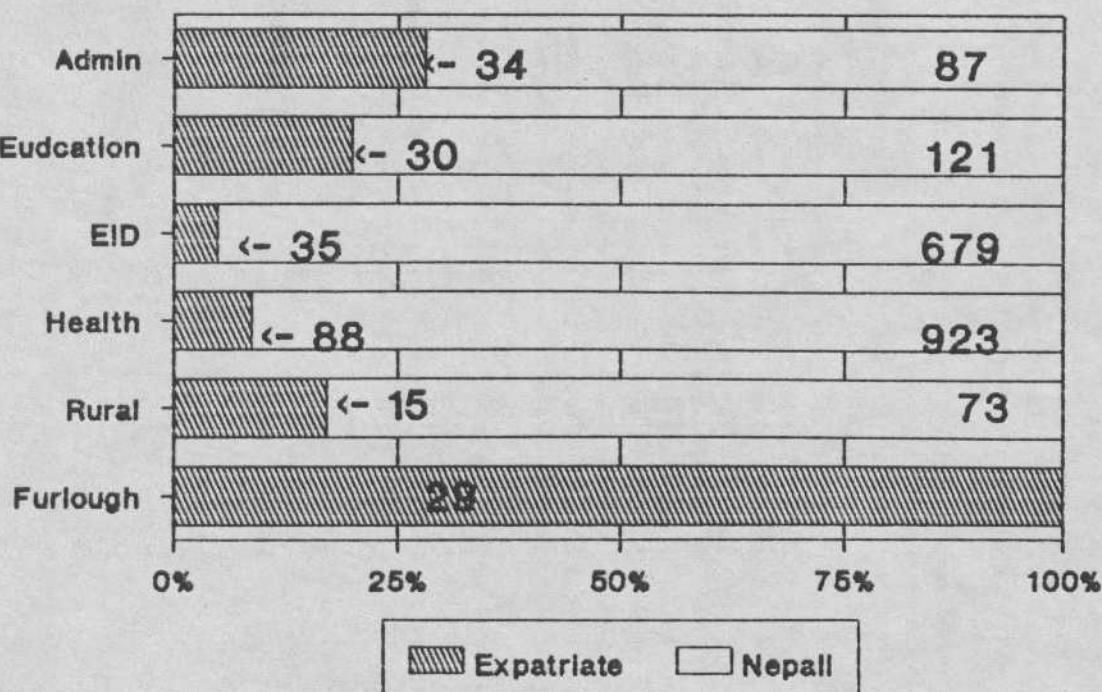
Expatriate



Nepali

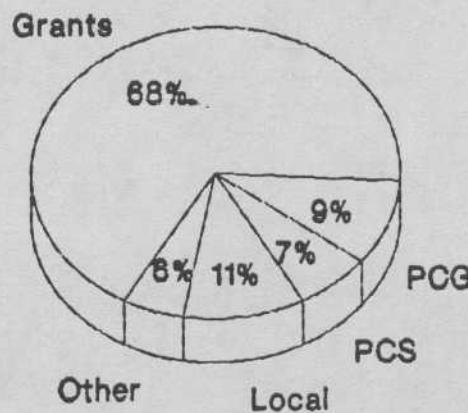


Numbers & Proportions by Type



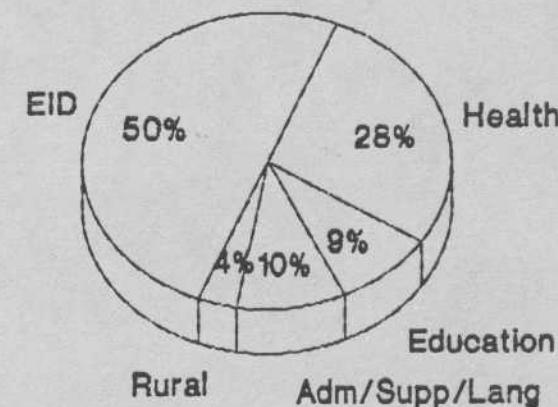
Annual Financial Report

United Mission to Nepal - FY 1989/90



Revenue

Rs. 204.94 mill



Expenditure

Rs. 198.31 mill

UMN AND THE NEPALI CHURCHES

A proposed draft of a policy statement by the UMN Board

At this time of greater human rights in Nepal and particularly the prospects of religious liberty for Nepali Christians, the UMN Board declares its intention to:

1. Support the churches in Nepal in a relationship of partnership as desired by those churches.
2. Respect the integrity of the churches in Nepal and the decisions of Nepali Christians in how they respond to the emerging situation.
3. Support unity among Nepali Christians, not imposing denominational or foreign organizational divisions.
4. Working cooperatively and in consultation with the Nepali churches in responding to requests to assist those churches.
5. Include in UMN's planning process goals related to values of ethics and faith and the support of the church in appropriate ways, including consultation and planning with the church as they may desire.
6. Work with organizations that may be established by the church in social service, development work, and other areas where UMN experience and resources could be useful.
7. Establish a church relations staff position which could serve Nepali churches and member bodies of UMN in liaison and coordination of cooperative efforts.

em111690

UNITED MISSION TO NEPAL
Consolidated Balance Sheet
15th July 1990
(all figures are in NPs.. \$1 U.S. = NPs. 29.10)

15/7/89		15/7/90
170,864,110	Fixed and Other Assets	257,519,335
77,766,663	Current Assets	103,726,445
(20,377,601)	Current Liabilities	(41,544,276)
<hr/>		<hr/>
228,253,172	Net Assets	319,701,504
<hr/>		<hr/>
Represented by:		
3,274,483	Undesignated Fund	3,850,850
15,811,365	Other Funds	16,081,018
43,800	Endowment Fund	43,800
7,574,663	Unspent Gifts for Capital Items	11,120,271
3,076,367	Unallocated Current Year Surplus	452,871
15,690,590	Programme Funds	18,775,811
4,013,245	UMN Related Companies Working Capital	4,668,563
178,768,659	Accumulated Capital	264,708,320
<hr/>		<hr/>
228,253,172		319,701,504
<hr/>		<hr/>

Note:

1. Bank guarantees by UMN, issued and outstanding at 15th July 1990:
 - a) NHE, Rs. 160,000 Expires 6 September 1990
 - b) NHE, Rs. 171,000 Expires 6 September 1990
 - c) BEW, Rs. 750,324 Expires 8 September 1990
 - d) NHE, Rs. 210,500 Expires 16 July 1992

UNITED MISSION TO NEPAL
 SUMMARY STATEMENT OF REVENUE AND EXPENDITURE
 For the Year Ended 15 July 1990

	Revenue	Expenditure	Incr. (Decr)
GENERAL ADMIN & APPOINTEE SUPPORT	18,102,822	18,141,265	(38,443)
LANGUAGE LEARNING	1,259,688	1,308,875	(49,187)
HEALTH SERVICES	58,651,777	55,277,704	3,374,073
EDUCATION	21,316,217	17,489,149	3,827,068
ENGINEERING & INDUSTRIAL DEV'L	99,806,599	99,053,858	752,741
RURAL DEVELOPMENT	5,807,154	7,042,580	(1,235,426)
	204,944,257	198,313,431	6,630,826
UNALLOCATED SURPLUS	452,871		452,871
GRAND TOTALS	205,397,128	198,313,431	7,083,697

NOTES:

1. Revenue and expenditures include recurring, capital, and program budgets. Amounts needed to balance recurring budget shortfalls have been allocated and are included as revenue.
2. A total of Rs. 17,108,150 representing interproject activities has been eliminated from project-reported revenue and expenditure.
3. Total revenue includes Rs. 14,406,792 as Personnel Contributed Services (PCS) and Rs. 22,776,770 of other revenue generated within Nepal.
4. Expenditures include Rs. 52,220,964 of recurring expenditures, Rs. 128,166,938 of program expenditures, and Rs. 7,925,529 of capita expenditures after interproject eliminations have been made.

DETAIL OF UNALLOCATED SURPLUS FOR 1989-90

Grants Available For Recurring Budgets	7,512,407
Foreign Currency Exchange Rate Gain	6,752,871
Interest Income	4,060,635
	18,425,913

Funds Allocated To Recurring Budgets	
General Admin and Appointee Support	1,998,560
Health Services	15,466,344
Education	384,223
Engineering & Industrial Dev'l	9,312
Rural Development	114,603
	17,973,042

Unallocated Surplus 1989-90	452,871
	452,871

PER CAPITA GRANTS

Grants From Member Bodies

Assemblies of God, USA	28,200
Baptist Missionary Society, UK	640,396
Christian Church (Disciples), USA	68,721
Church Missionary Society, Australia	448,311
Church Missionary Society, UK	281,000
Church of North India	15,554
Church of South India	16,800
Committee for Service Overseas, West Germany	219,160
Church of Scotland	81,784
Danish Santal Mission	191,155
Evangelical Free Church of Finland	41,929
Evangelical Lutheran Church in America	221,600
Finnish Evangelical Lutheran Mission	238,995
Gossner Mission, West Germany	110,650
Interserve	3,410,200
International Technical Assistance Group	130,648
Japan Antioch Mission	63,120
Japan Overseas Christian Medical Cooperative Service	57,200
Mennonite Board of Missions, USA	346,567
Mennonite Central Committee, USA	303,953
Methodist Church of India	---
Methodist Church, UK	350,910
Norwegian Himal-Asia Mission	254,585
Orebro Mission, Sweden	449,190
Presbyterian Church in Canada	51,971
Presbyterian Church Synod, Mizoram	---
Presbyterian Church in Ireland	140,515
Presbyterian Church, USA	171,600
Regions Beyond Missionary Union, UK	300,300
Swedish Free Mission	82,200
Swiss Friends For Nepal	27,600
Tear Fund, UK	311,300
United Church of Canada	(45,014)
United Church of Christ, Japan	53,770
United Methodist Church, USA	161,700
Wesleyan Church, USA	27,700
World Concern, USA	281,150
World Mission Prayer League, USA	487,162
Korea Christian Medico-Evangelical Association	28,500
PCGs Receivable	390,435
Less PCG's outstanding at previous year end	(972,892)
Per Capita Grant Sharing Fund	87,300
Other Per Capita Grants	621,421
 TOTAL PER CAPITA GRANTS FOR 1989-90	10,177,346
	=====

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

From Member Bodies

Baptist Missionary Society, UK	498,577
Christian Church (Disciples), USA	151,205
Church Missionary Society, Australia	341,188
Church Missionary Society, UK	327,954
Danish Santal Mission	427,080
Evangelical Lutheran Church in America	282,249
Finnish Evangelical Lutheran Mission	12,710,000
Gossner Mission, West Germany	1,052,057
Interserve (BMMF International)	430,628
Japan Overseas Cooperative Service	28,600
Mennonite Board of Missions, USA	4,989
Methodist Church, UK	21,500
Norwegian Himal-Asia Mission	89,175,710
Orebro Mission, Sweden	11,180,230
Presbyterian Church in Canada	80,485
Presbyterian Church in Ireland	419,551
Presbyterian Church, USA	759,156
Regions Beyond Missionary Union, UK	1,202
Swedish Free Mission	546,862
Swiss Friends For Nepal	33,163
Tear Fund, UK	4,743,257
United Church of Canada	1,435,014
United Methodist Church, USA	1,993,769
World Mission Prayer League, USA	177,967

	126,822,394

From Other Donors

Bread For The World, West Germany	1,585,172
Christoffel Blinden Mission, West Germany	386,820
Hope International	592,308
ICCO, Holland	5,350,047
International Ministries, American Baptist Churches	436,500
International Technical Development Group, UK	443,178
Leprosy Mission International	174,508
Norwegian Church Aid	2,069,923
Presbyterian Medical Mission	1,694,960
Tear Fund, Australia	1,678,299
Wilde Ganzen	747,356
World Council of Churches	118,841
Other Donors	3,518,808

	18,796,720

TOTAL 1989-90 GIFTS/GRANTS RECEIVED

145,619,115

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DISTRIBUTION OF GIFTS/GRANTS

Mental Health & Drug Abuse Prevention Programme	250,430
Forestry Programmes	2,492,332
Tansen Hospital	2,508,427
Palpa Community Health Programme	2,498,814
Amp Pipal Hospital	249,700
Gorkha Community Health Programme	636,207
Okhaldunga Hospital	955,930
Okhaldunga Community Health Programme	28,600
Nursing Campus - Recurring	1,693,766
Nursing Campus - Capital	414,055
Patan Hospital	3,350,218
Lalitpur Community Development & Health Programme	9,365,765
Leprosy Work	174,508
Jumla Project	4,495,747
Training & Scholarship Programme	4,206,764
Student Financial Assistance Programme	1,827,726
Development Communications Productions	170,400
Business School	39,049
Gandaki Boarding School	6,506,471
Kathmandu Internat'l Study Center	30,672
Development & Consulting Services, Butwal	28,348
Butwal Technical Institute Expansion Programme	2,142,275
DCS Rural Electrification Programme	443,178
Rural Development Center, Pokhara	1,239,326
RDC Horticulture and Agronomy Support Programme	284,530
Andhi Khola Hydel and Rural Elect. Programme	16,869,594
Jhimruk Hydel and Rural Elect. Programme	<u>70,117,979</u>
Andhi Khola Project	955,725
Andhi Khola Irrigation Programme	592,308
Surkhet Project	1,585,172
Okhaldunga Rural Development	236,395
Earthquake Relief and Rehabilitation	3,093,481
Other funds including undesignated gifts	317,408
Medical Assistance Fund, General	1,707,231
Medical Assistance Fund, Patan Hospital	1,436,161
Medical Assistance Fund, Tansen Hospital	1,855,376
Medical Assistance Fund, Amp Pipal Hospital	427,744
Medical Assistance Fund, Okhaldunga Hospital	391,306
 TOTAL DISTRIBUTION OF 1989-90 GIFTS/GRANTS	 145,619,115
	=====

NEPAL CHRISTIAN RECORDS PROJECT

Project Description

On request of the Nepal Church History Committee (Chairman, Dr. Rajendra Rongong), a body of key Nepali church leaders and representatives of the two largest missions in the country (UMN and INF), a research center and archival collection for the Nepali church is being established under the auspices of the Centre for the Study of Christianity in the Non-Western World, University of Edinburgh, Professor Andrew Walls, Director. This is in order to protect the invaluable materials collected so far, and to give a professional focus to the on-going research. Several years of original field research has led up to this endeavor.

This is a unique collection in several aspects, representing the history and growth of the Christian church in the world's only Hindu kingdom -- reaching back to the Jesuit's first incursions in the 1600's, through a two century period of isolation and exclusion, into the modern era of growth in the midst of societal and legal repression, and looking forward to the new era of democracy in the 1990's.

It is also the only collection of its kind concerning the Christian church in Nepal, including both extensive research findings on the current status of the church and a growing collection of archival materials. It highlights the unique relationship between Christian missions and national church in a nation where missions have been restricted to development work by the government and forbidden to engage in traditional mission activities such as evangelism and church planting.

The researcher for the Project, based in Edinburgh but traveling extensively in Nepal/India, will be available for consultation with interested church or mission parties to whom the Project materials and findings are relevant. This Project should prove invaluable to the church in Nepal and its future generations, as well as to researchers, missiologists and all interested in the myriad facets of Nepali society.

The Project (ie. set-up of the archival collection and further relevant research requested by Nepali church leaders) is expected to last for 3 or up to 5 years. However, the archival collection will remain on deposit at the Centre in Edinburgh as long as the church in Nepal so desires. All research and collection done to date (1985-1990) was done under the auspices of the Nepal Church History Committee within Nepal, and funded equally by UMN and INF. However, this new project based in Edinburgh and an extension of the Nepal Church History Comm., requires further funding. Please see the attached budget.

NEPAL CHRISTIAN RECORDS PROJECT

3 Year Budget

EDINBURGH PROJECT EXPENSES:

Archival storage materials, etc.	L 500
Computer, recording and stationery supplies (re: data collection and interviews)	750
Postage and shipping	400
Photograph reproduction and restoration	500
Photocopying (re: back-ups of all irreplaceable papers/files)	300

	L 2,450

TRAVEL AND RESEARCH EXPENSES:

Travel and subsistence for research, collation and collection of materials within the UK	500
Once yearly travel and visas to and within Nepal/ India for research and further collection of materials	3,000

	L 3,500

RESEARCHER'S LIVING EXPENSES/SUBSISTENCE ALLOWANCE:

Room and board, utilities, in Edinburgh (L 350/month x 15 months over 3 years)	5,250
Edinburgh bus fares (L 30/month x 15 months over 3 years)	450
Personal allowance	1,800
Room and Board in Nepal/India (L 200/month x 21 months over 3 years)	4,200

	L 11,700
TOTAL PROJECT EXPENSES	L 17,650

ANTICIPATED INCOME:

Nepal Church History Project (Kathmandu) pledge	500
Pledges from the Researcher's home church and praying friends	6,000

ADDITIONAL FUNDING NEEDED	L 11,150

This budget is based on the following time-table for the Project's anticipated three years duration:

1991 - nine months in Edinburgh to set-up the project and consult with Prof. Walls at the Centre for the Study of Christianity in the Non-Western World, University of Edinburgh, and three months field work in Nepal/India;

1992 - nine months field work in Nepal/India, and three months in Edinburgh;

1993 - nine months field work in Nepal/India, and three months in Edinburgh.

(Budget to be reviewed after two years with the possibility of extension up to an additional two years beyond the three year period.)

The project coordinator/researcher, Miss Cindy Perry, will be an honorary member of the Centre's staff for the duration of the project, serving as a Research Assistant. Miss Perry has worked in Nepal since 1980, the last few years as full-time executive/researcher for the Nepal Church History Project. She is a member of the International Nepal Fellowship and recently completed an MA in Missions/Intercultural Studies at Wheaton Graduate School, USA, writing a biographical history of the church in Nepal for her thesis, based on personal original research. See the separate attached sheet for details of her research done to date and currently in process.

NOTE: Alongside of, yet distinct from the above Project, Miss Perry will be pursuing further postgraduate studies under the supervision of Prof. Walls as a practical means of giving direction to the ongoing Nepal church research. Additional funding is also needed for the postgraduate fees at the Univ. of Edinburgh. Miss Perry was recently awarded an ORS (overseas research student) grant from the British Universities which will cover half of her annual fees.

RESEARCH done by Cindy Perry re: THE NEPALI CHRISTIAN CHURCH

PUBLISHED:

"A Biographical History of the Church in Nepal." Creative project/thesis for Wheaton Graduate School, 1989. Publ. by the Nepal Church History Project, Kathmandu, 1990.

"Bhai Tika and Tij Braka: A Case Study in the Contextualization of Two Nepali Festivals." **MISSIONOLOGY: AN INTERNATIONAL REVIEW**, Vol. XVIII, No. 2, April 1990, 177-183.

"Church and mission in Nepal: the development of a unique relationship." **EVANGELICAL MISSIONS QUARTERLY**, January 1990, 16-23.

"The Church Where There Is No Church." **BE-GET**, Vol. 1, No. 2, Darjeeling, Sep.-Oct. 1990, 10-12.

"Colonel Nararaj Shamshere Jung Bahadur Rana." **BODHARTHA**, No. 2, Kartik 2047, 10-11, (in Nepali).

PAPERS AVAILABLE FOR DISTRIBUTION:

"Bibliography of the Church and Mission in Nepal"
(in process)

"Christian Organisations in Nepal," an outline developed for INF's Annual Conference, Mr. 1987

"The Development of Nepali Christian Literature Outside of Nepal"

"Roman Catholic Missions to Nepal, 1600's and 1700's"

PAPERS/FILES AVAILABLE FOR PRIVATE VIEWING:

"A Distance Learning Model for Nepal Every Home Concern"

"A Leadership Development Programme for NEHC," (some aspects currently being implemented by Nepal Every Home Concern)

Reports on the Survey of the Church in Nepal (SCN)

(conducted Sept.-Dec. 1987)

"A Report and Evaluation of the Survey of the Church in Nepal."

"Isolated Believers in Nepal: A Report on Phase I of the Survey of the Church in Nepal."

"Selected Results of Phase II of the Survey of the Church in Nepal, re: Churches/Fellowships."

ADDITIONAL MATERIALS COLLECTED TO BE DEPOSITED IN EDINBURGH:

Hard files from mission archive searches

English books/articles collection re: Church in Nepal

Nepali Christian literature collection from mid 1800s, translations & original works, including Christian newspapers/magazines and correspondence courses

Nepali Bibles and Hymnals collection

Photo collection

Correspondence with missionaries & Nepali Christians

Computer Files including the following:

Transcripts of 33 interviews with missionaries

Oral histories of 15 Nepali believers (in Nepali & English)
+ transcripts of several other interviews, & profiles
(conducted in Nepal and Darjeeling)

Outlines of history & growth of key individual churches
+ AOG, RC, Darj., NEB & INF, UMN, NCF

Anchal outlines, ie. churches/dist./anchal x 14

Christian Literature development

- Hymns/music
- Bible translation & editions
- Press/Literature, in India/Darj & in Nepal

Christian Organisations in Nepal (sketches) x 20
+ complete outline, including India based missions
+ Communications outline, ie. lit., comm., radio
+ Training outline, ie. scholarships, schools, Bible

Missions re: historical involvement (sketches) x 35

Book reviews, limited

Survey data from the SCN 1987

Long-term Strategy for UMN Work in Nepal

1. Introduction.

1.1 The purpose of this paper is to present the background for a policy statement by (a) describing the emerging environment for mission in Nepal, summarizing the ideas presented in papers requested by the sub-committee during the past year as well as observations on the political changes introduced in April 1990, and (b) suggesting some of the assumptions and implications of the four policy directions suggested by the Subcommittee at their meeting 16 November 1989.

1.2 The goal of the proposed policy statement is to provide guidelines for future directions specific enough to evaluate program proposals and flexible enough to accommodate the diversity of UMN projects in their various stages of development.

1.3 The statement approved by the UMN Board of Directors April 1970, "United Mission to Nepal Policy Guidelines" remains a perceptive and timely document which addresses in a remarkable way many of our current policy concerns. (Copies available on request from the ED office.)

2. The emerging environment for mission in Nepal.

2.1 Political/economic factors.

2.1.1 The political changes of April 1990 should stimulate greater democratic participation in development, but the transition period will likely have difficulties and stress.

2.1.2 There are many socio-economic indicators that development efforts in Nepal will be urgently needed for a very long time.

2.1.3 Nepal will continue to welcome development assistance from foreign non-government organizations, but likely with increasingly rigorous guidelines for expatriate participation with the aim of building up Nepali competence and increasing self-reliance. It may follow the example of other South Asian countries in this respect, particularly India and Bangladesh.

2.1.4 Nepal's relationship to India, whether characterized by nationalistic separation or open borders, will continue to impact its economic development.

2.1.5 Visas for expatriates working with foreign organizations in Nepal will receive even more scrutiny, possibly with demands for specific plans for counterparts to be trained for the expatriate positions.

2.1.6 At the same time there may be more openness to secondment of expatriates into Nepali organizations where the ownership and management is indigenous.

2.1.7 The government is encouraging the development of local NGO's, and welcomes international NGO assistance in that area.

2.1.8 For economic and cultural reasons, there will continue to be a shortage of qualified Nepalis for development work outside the main urban areas.

2.1.9 The need and opportunity to assist in the development of Nepali human resources through training will continue.

2.2 The Nepali church.

2.2.1 The Nepali church continues to grow and mature, but in the foreseeable future will not be in a position to take over the large, relatively sophisticated, complex, and costly institutions and organizations of UMN.

2.2.2 Christians will have more religious freedom under the new constitution, but the exact form of that will not be known until new laws are promulgated.

2.2.3 As the church grows in a context of legal recognition, it will likely want to develop various ministries with which UMN could cooperate in a partnership relationship.

2.2.4 The constitution and laws may be changed to give Nepali Christians a measure of religious liberty, but restrictions will likely remain on expatriate direct involvement in church activities.

2.2.5 With more religious liberty, there will likely be an increase of mission interest in Nepal. UMN will have the opportunity to demonstrate a mission partnership that respects the autonomy and discernment of the Nepali church and refrains from importing denominational structures into Nepal.

2.3 United Mission to Nepal.

2.3.1 The present trend is to increase the number of Nepalis moving into to positions of leadership within UMN.

2.3.2 Another trend is to increase the number of expatriates serving in posts not directly administered by UMN. For example, GBS and KTS are projects essentially operated by HMG, to which we second educational experts.

3. Outline for a long-term strategy for UMN presence in Nepal.

(The following four points are those recommended by the Sub-committee, 16 Nov 1989, with some assumptions and implications listed below each point.)

3.1 That UMN be fundamentally a people resource organization channeling expatriates to assist in working with Nepalis and their communities in the development of Nepal.

3.1.1 This emphasis fits best with the UMN "Statement of Mission and Purposes."

3.1.2 Recognizes that the Kingdom of God grows primarily through the dedication of the gifts God has given to persons.

3.1.3 Assumes our appropriate role as "servants" rather than those who control.

3.1.4 Assumes a continuing investment in training of Nepalis as a major development strategy.

3.1.5 "Channeling expatriates" may refer to a wide variety of placements which UMN would facilitate, including assistance in identifying possibilities of self-supporting ministries.

3.2 That UMN's expatriate human resources support and strengthen existing and new Nepali institutions, programmes and projects.

3.2.1 The policy of UMN will be to plan that future ownership and management of its present institutions and programmes shall evolve into indigenous-hands, either that of the government, semi-government or private organizations, or that they may be appropriately phased out.

3.2.2 Assumes that while UMN will not create new UMN owned and managed institutions, there will be continued support of existing institutions aimed at a responsible incorporation into Nepali structures.

3.2.3 Recognizes that development cannot be imposed by outsiders and that long-term effectiveness will need to be in a mode indigenous to Nepal and the responsibility of Nepalis.

3.2.4 Provides a better context for introducing innovation more likely to affect lasting change. At the same time it can reduce the possibility of imposing technology and management styles inappropriate to the cultural and socio-economic context.

3.2.5 Implies giving up of some of the reality and symbols of power as usually expressed in Western dominated organizations operating in economically power countries.

3.2.6 UMN might be instrumental in helping create new Nepali institutions, programmes, and projects, especially in the voluntary sector, thus providing alternatives to complement the government's development activities.

3.2.7 Includes appropriate financial assistance for programmes in which expatriates are working and UMN serving as a link between donor agencies and needs in Nepal.

3.2.8 Implies the possibility of a wide range or types of expatriate assignments, i.e. secondments, small teams in short-term integrated projects, remote postings where difficult to secure qualified Nepalis, etc.

3.3 That UMN be primarily an organization to support its expatriate human resources and negotiate with Nepali organizations and programmes on placement of them.

3.3.1 Recognizes the difficulties and different stresses of working under other organizations instead of "running our own show."

3.3.2 Assumes need for more personal and spiritual support in view of likely increased isolation from familiar support systems provided by present UMN project structure and personnel concentrations.

3.3.3 Will require a different conceptualization of "support" and different methods to provide both physical and technical support.

3.3.4 Fulfilling this function would demand a different way of relating to government and would need to be preceded by careful negotiations.

3.4 UMN will continue in Nepal as long as expatriate human resources are welcome.

3.4.1 Long term commitment allows for gradual and responsible shift toward new ways of working in Nepal.

3.4.2 A smaller organizational presence may be less threatening and pose less political problems for HMG in allowing continued expatriate participation in development.

3.4.3 The long term UMN presence will continue to utilize the service of Nepali employees, but likely on a smaller scale.

3.4.4 A long term presence on a less institutional base will make it easier to develop joint efforts with the Nepali church when they are officially recognized, if their vision and planning invites such cooperation.

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LONG TERM STRATEGY

- 1 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.
- 2 We affirm the policy guideline adopted by the UMN Board in 1970: "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 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."
- 3 That UMN be fundamentally a resource organization channelling people and finance to assist in working with Nepalis and their communities in the development of Nepal.
- 4 That UMN's expatriate human and financial resources support and strengthen existing and new Nepali institutions, programmes and projects.
- 5 That the UMN organization will have as its primary functions supporting its human resources and negotiating with Nepali organizations on the utilization of human and financial resources.
- 6 UMN will continue in Nepal as long as human and financial resources are welcome.
- 7 We are committed to support existing institutions in their movement toward increasing Nepali management and control.
- 8 UMN will consider ways in which in the new situation UMN and its member bodies could express a more wholistic service to the people of Nepal by addressing additional areas of development, such as cultural and social development, justice to marginalized sectors of society, and the structural restraints that keep people poor and limit their potential to take control of their own development.

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LONG TERM STRATEGY STATEMENT
OF THE UMN BOARD

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,

"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. Continue to demonstrate to the Nepali nation the love and hope in the Gospel message through a range of activities which minister to the needs of the Nepali people, particularly to those who are economically, socially, spiritually or culturally handicapped or marginalised and to consider ways in which any unjust social structures *might* be addressed.
can
2. To undertake any new activities in consultation as far as possible with the church in Nepal.
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 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.
5. 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.
6. To give priority to its primary function of working with Nepalis to increase their capacity for development. In pursuing this primary function, UMN ~~will~~ concentrate on supporting its human resources and negotiating with Nepali organizations on the utilization of human and financial resources.
7. To continue our ~~presence~~ commitment to Nepal as long as human and financial resources are welcome.

November 1990
UMN Board Mtg.

Some Abbreviations used in UMN

A major source of the abbreviations contained here was the last set of Annual Plans and Budgets that went to the UMN Board. This is by no means a complete list, but it should cover most of the abbreviations in current UMN use.

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	(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
SSNOC	Social Services National Coordinating Council
TU	Tribhuvan University

INTERNATIONAL ABBREVIATIONS

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
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	Diphtheria, Pertussis, 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
MBS	(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 Electrical Works
BPC	Butwal Power Company
BPHC	BPC Hydroconsultant
BPF	Butwal Plywood Factory
BTI	Butwal Training Institution
BWI	Butwal Wood Industries
CDHP	Community Development and Health Project

CHP	Community Health Project
CSD	Central Services Department
DAPP	Drug Abuse Prevention Programme
DCP	Development Communication Productions
DCS	Design Consultancy 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
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
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)
MSD	Medical Supplies Department
MSP	Missionwide Support Project
MW	Missionwide
NFESL	Non Formal Education and Skill Learning
NHE	Nepal Hydro and Electric
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
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

*U.S. Mission
Nepal*

UMN and the Nepali Church (Revised)

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.

November 19, 1990

Personnel Profile

United Mission to Nepal

November 1990

Countries of Origin

341 expats from 18 countries

Australia	39
Canada	19
Denmark	4
Finland	11
W. Germany	13
Hong Kong	1
India	4
S. Ireland	1
Japan	4
S. Korea	1
Netherlands	27
New Zealand	6
Norway	15
Phillippines	1
Singapore	1
Sweden	16
United Kingdom	106
United States	72

U.M.N. EXPATRIATE PERSONNEL

<u>Member Bodies</u>	<u>Person</u>
1 Assemblies of God	-
2 Baptist Missionary Society, UK	20
3 Christian Church (Disciples), USA	3
4 Church Missionary Society, Australia	15
5 Church Missionary Society, UK	7
6 Church of North India	-
7 Church of Scotland, UK	3
8 Church of South India	-
9 Committee for Service Overseas (DU), Germany	9
10 Danish Santal Mission, Denmark	5
11 Evangelical Free Church of Finland	1
12 Evangelical Lutheran Church in America	4
13 Finnish Evangelical Lutheran Mission, Finland	6
14 Gossner Mission, Germany	4
15 International Technical Assistance Group, USA	7
16 Interserve	96
17 Japan Antioch Mission	2
18 Japan Overseas Christian Medical Cooperative Service	2
19 Korean Christian Medico-Evangelical Association	1
20 Mennonite Board of Missions, USA	16
21 Mennonite Central Committee, USA	10
22 Methodist Church in India	-
23 Methodist Church, UK	9
24 Norwegian Himal-Asia Mission, Norway	14
25 Orebro Mission, Sweden	18
26 Presbyterian Church in Canada	2
27 Presbyterian Church in Ireland	6
28 Presbyterian Church in USA	6
29 Presbyterian Church Synod, Mizoram, India	4
30 Regions Beyond Missionary Union, UK	6
31 Swedish Free Mission, Sweden	-
32 Swiss Friends for Mission in India & Nepal, Switzerland	-
33 TEAR Fund, UK	12
34 United Church of Canada	6
35 United Church of Christ in Japan	-
36 United Methodist Church, USA	8
37 Wesleyan Church, USA	1
38 World Concern, USA	4
39 World Mission Prayer League, USA	17

Non-Member Body Sending Agencies

1 Baptist Union of Norway	2
2 Church Missionary Society, Ireland	2
3 Life Ministries, Australia	2
4 Southern Baptist Convention, USA	4
5 TEAR Fund, Holland	5

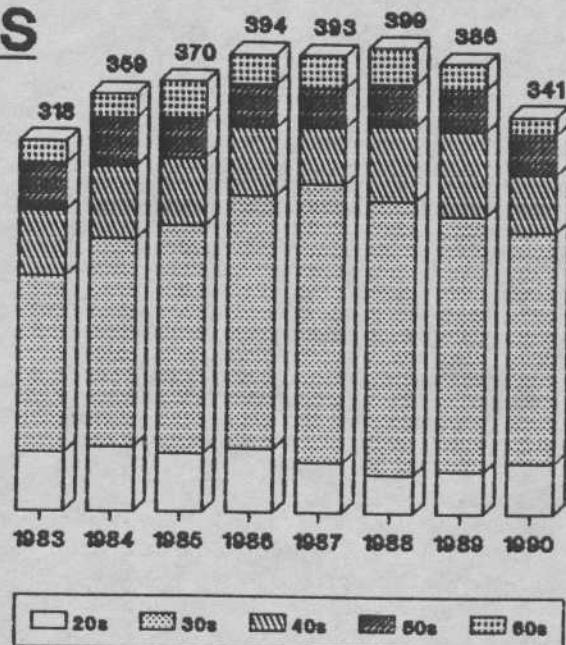
U.M.N. EXPATRIATE PERSONNEL

Comparative Figures for 1983 - 1990

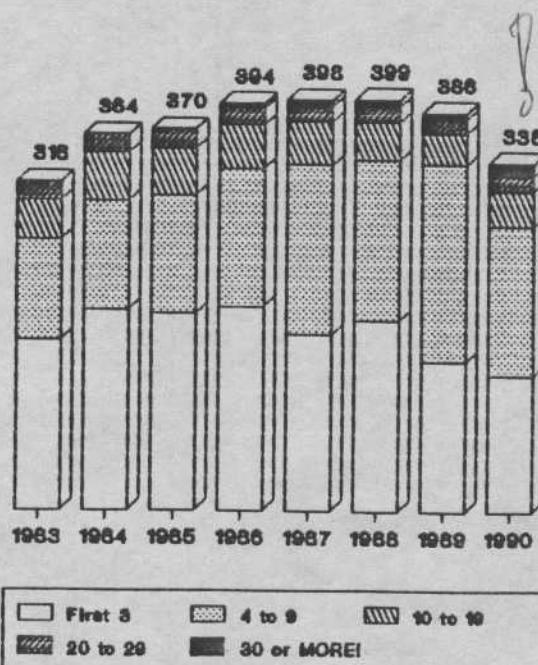
Years	'83	'84	'85	'86	'87	'88	'89	'90
Total Expatriate Personnel	335	381	387	418	398	399	386	341
** Gender & Marital Status								
Married Women	111	131	134	147	139	144	144	126
Married Men	111	131	134	147	139	144	145	123
Single Women	98	102	103	108	101	87	79	67
Single Men	15	17	16	16	19	24	18	24
** Age Ranges								
20's	51	56	50	55	43	33	36	44
30's	151	178	196	217	239	235	219	198
40's	56	68	58	59	49	65	73	49
50's	41	41	35	37	34	36	36	35
60's	19	21	31	26	28	30	22	14
70's	-	-	-	-	-	-	-	1
** Years of UMN Service								
In first 3 years	165	195	191	198	171	185	145	133
4 - 9	97	105	115	134	164	155	191	148
10 - 19	38	46	45	42	42	37	30	36
20 - 29	18	18	19	16	15	15	14	18
30 or more years	-	-	-	4	6	7	6	6
* Note : Year-to-year trends are not directly comparable, since data for these categories are not always complete for each year								

Expatriate Personnel

Age Ranges



Length of Service



UNITED MISSION TO NEPAL
PROJECT INFORMATION

PROJECT NAME	TYPE			PERSONNEL		
	A	B	C	APPOINT	NEPALI	
<u>Headquarters/Administration</u>						
HQ Support, Education Services Office	X			5	2.5	
HQ Support, Engineering and Industrial Development Office	X			2		
Headquarters	X			11	13.5	
HQ Support, Health Services Office	X			6		
HQ Support, Missionwide Support Project	X			7	71	
HQ Support, Rural Development Office	X			3		
<u>Education Development</u>						
Business School, Kathmandu	X			2	6	
Development Communication Productions		X		1		
Gandaki Boarding School, Pokhara		X		6	94	
Higher Secondary Education Council			X	1		
Junia United Mission Project	X			11	10	
Kathmandu International Study Centre (KISC)	X			7		
Kathmandu Tutorial Group	X			1		
Language and Orientation Programme	X				3	
Training and Scholarship Programme	X			1	8	
<u>Engineering and Industrial Development</u>						
Andhikhola Irrigation Programme	X					
Andhikhola Project	X			4	24	
Butwal Engineering Works		X			50	
Butwal Gobar Gas Company		X			100	
Butwal Plywood Factory		X		1	40	
Butwal Power Company, Andhikhola		X		5	50	
Butwal Power Company, Jhimruk		X		2	7	
Butwal Power Company, Kathmandu		X		6	15	
Butwal Project	X			3		
Butwal Wood Industries		X			20	
Himal Hydro, Butwal		X		1	8	
Himal Hydro, Jhimruk		X		4	120	
Himal Hydro, Kathmandu		X		1	6	
Institute of Technology & Industrial Development, Butwal	X					
ITID, Butwal Technical Institute	X			1	130	
ITID, Development and Consulting Services	X			4	57	
Jhimruk Project	X			2		
Nepal Hydro Electric, Butwal	X			1	50	
Nepal Hydro Electric, Kathmandu	X					
<u>Health Services</u>						
Anip Pipal Hospital	X			7	75	
Community Development and Health Project, Lalitpur	X			11.5	144	
Gorkha Community Health Programme (CHP)	X			2	11	
Gorkha Project	X			4		
Institute of Medicine (Seconded Workers)		X		3		
Leprosy Mission, Anandaban Hospital		X		1		
Mental Health Programme	X			5		
Medical Supplies Department	X			1	3	
Nursing Campus, UMH Programme	X			7	40	
Nutrition	X			1	1.5	
Oral Health Programme	X			.5		
Okhaldhunga Hospital	X			3	29	
Okhaldhunga Project	X			2	2	
Palpa Community Health Programme (CHP)	X			3	43	
Palpa Project	X				7	
Fatan Hospital		X		18	310	
Planning and Evaluation	X			1	1	
Primary Health Care (PHC)	X			2	12	
Tansen Hospital	X			15	244	
Training and Manpower	X			1		
<u>Rural Development</u>						
Okhaldhunga Rural Development	X			5	25	
Rural Development Centre, Pokhara	X			6	33	
Surkhet	X			4	15	
Furlough					29	
	Totals	36	18	3	231	1662.5

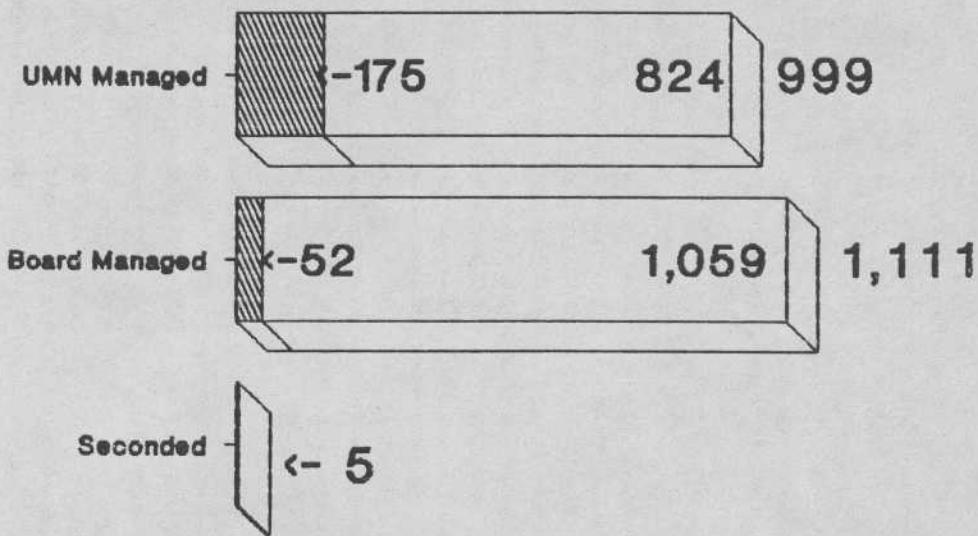
A = UMN Managed

B = Board Managed with UMN Representation

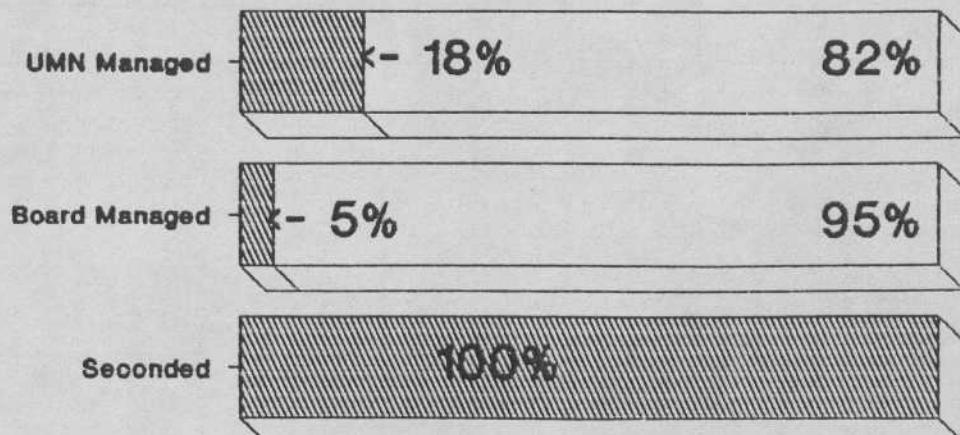
C = Secondments

Personnel Management Types

Total Filled Posts (FTE)



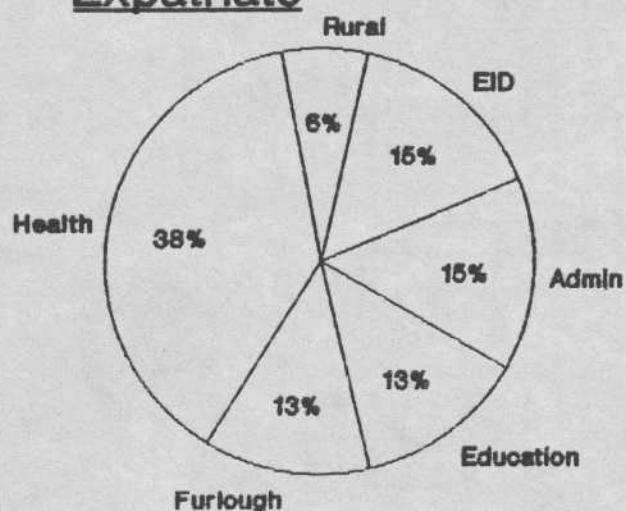
Proportion of Filled Posts



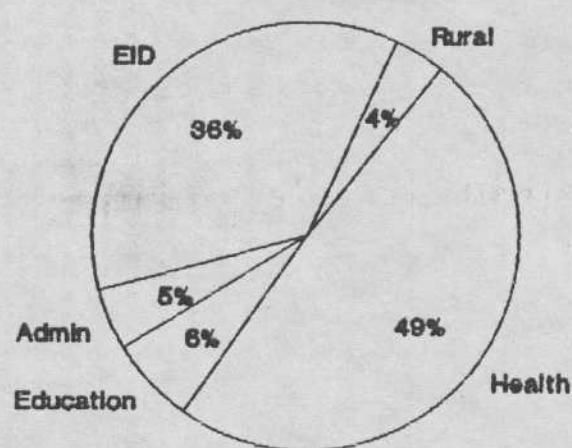
■ Expatriate □ Nepali

Personnel Activity Types

Expatriate



Nepali



Numbers & Proportions by Type

