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**Titel**

UMN - United Mission to Nepal. Regionalkonferenzen - Konsultationen

Band

Laufzeit

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**Enthält**

u. a. Notizen u. Berichte von Konsultationen von nordamerikanischen, australischen u. europäischen Mitgliedsorganisationen der UMN; Protokoll d. Consultations of UMN Member Bodies in Europe and North America 1980; Agenda for the Eighties u. Kommentar der

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Report on the workshop on  
"Women's Participation in Forest Management"  
held in IHDP, Dandhapakhar, 8 - 10. 4. 87  
(Sponsored by Winrock International)

A detailed report on the workshop will be sent out by the organisers of the workshop, so I will only give my personal impressions of it here.

Participants: Representatives of the following organisations:  
Women Development Service, HMG  
Peace Corps  
SNV  
Winrock Action Research  
NAFP  
Save the Children  
CARE  
Centre for Womens Development  
VSO  
IHDP  
New Era

On the first day people gave short introductions into their work. Since all organizations except UMN work closely together with HMG? the problems of integrating women into forestry work was mainly outlined from the Forest Department's point of view.

Special Talks:

- 1) Durga Gurung who worked for 5 months in a Gurung village in Syanja (sponsored by Winrock International). She initiated a tree planting program in a village with the women. She outlined the main findings of her study as following:
  - a) To motivate the women for tree planting a long influence period is needed initially in order for them to understand that forestry is important for almost all aspects of their livelihood.
  - b) Male support for women's activities is needed.
  - c) Extension worker's caste/ethnic group background has to be compatible with the villager's.
  - d) The first step in extension is to assess specific problems and then discussion about them can start.
- 2) Presentation by Yogendra Prasai (New Era/Winrock). He summarized a study on how the first Women Forest Committees in Dharchula were formed. I didn't find this report very helpful since it was based on a rather mechanical questionnaire and didn't capture what really happened among the women.
- 3) Visit to Bonch led by Mr. Gautam, DFC and Jane Gronow, IHDP. There was a visit scheduled to Bonch Panchayat for a meeting with the Women Forest Committee. (A Forest Committee (FC) is a body who is responsible for the management of community forests. It is elected by the panchayat members.) Only 3 women came; the FC at this point is inactive because:
  - a) When the FC was formed with the help of IHDP the women expected to get a walking allowance to come to the meetings. which was a misunderstanding.
  - b) The DFO had been on leave for a few months and nobody had given any input or support for 8 months.

- c) The women had requested a literacy class from the project, but the teacher turned out to be of little help.
- d) 5 women got married.

This FC was an example of what difficulties can arise when women FC's are formed.

It is useless to just form a FC and then expect the women to become active because they don't know what the committee is supposed to do. There is a lot of input and even more time needed to help the women understand what they should do.

The DFC of Charikot, Mr. Gautam pointed out that at this point many Panchayat Forests within the IHDP project area (41 panchayats) - needed immediate management. The reason to involve women in FC's was the hope to help accelerate the implementation of management plans for these forests, which had been made by forestry staff. The biggest problem from the Forest Department's side is that their field level staff is not educated to work with the communities, although most rangers are locals which is an advantage. This situation of established community forests with management plans made by the forestry staff without consultation with the users as a whole (i.e. not only the pradhan pancha) and consequently the villagers completely uninformed about what these forest's purpose is seems symptomatic for the Community Forestry Project of HMG.

Jane Gronow, short-term consultant to IHDP, has held 3 workshops for the forest rangers in which issues like: what has been done by the project to involve communities up to now? what is the rangers role in this? were discussed. These workshops were meant as a forum to honestly discuss what the problems with people's involvement are. The ambiguous situation of the rangers became evident: If they honestly administer forests they deprive themselves of the possibilities to take bribes from the villagers.

The discussion that followed showed that the issue at hand is beyond just "women's involvement", but rather change in attitude by all parties involved: Department of Forests', DFC's, rangers as well as villagers'.

- 4) Presentation by Indira Gurung, Women Development Officer (WDO) in Dhading District and other WDO's from Palpa, Myagdi and Syanja.

The Women Development Service (WDS) works under the Ministry of Panchayat and Local Development (MPLD) in cooperation with the Agriculture Development Bank (ADB). The WDO's work specifically with women in their pocket areas, find out what programme the women are interested in and then request funds from MPLD and ADB to execute these. Although the WDO's are not technically trained they are responsible for the respective programmes which is a big burden on them.

Village women are generally very interested in tree planting but rarely get the requested species from the HMG nurseries. One User Committee formed for a credit from ADB in Dhading District started their own seedling production for this year's planting. There is also a chulo programme in the area, but it is difficult to motivate women if they don't really see fuel shortage as one of their main problems. pipes aren't locally available, follow-up and repair are inadequate.



The first step to find out about women's needs is a household survey. It was said to be difficult to get the women to answer any question, usually their husbands would do it for them.

After that confident local women are chosen as facilitators by the WDO.

To get a programme started is a long process and often WDS staff gets emotionally attached to the groups they are working with because a feeling of mutual trust between staff and village women evolves.

As a result, the staff is in an ambiguous situation caught between villagers and HMG. They get "too honest" with their superiors, requested money might not come through, relationships with either HMG staff or villagers get spoilt. One WDO stated that it was no problem to motivate the women, the real problem is to motivate the Local Development Officer (LDO) who very rarely comes out of the office to see the progress of the programme.

Within the WDS there are quite a few women now who are well experienced in how to work with village women.

The WDO's said that their extension training is inadequate, what they know about extension, they learned from experience. We as foresters felt that the WDO's experience should be combined with our technical knowledge, some kind of cooperation should be set up in the future.

5) Presentation by Adrienne Wilson, VSO from District Forest Office (DFO), Dharchula.

In 1986 two Women Forest Committees were formed with the help of Jane Gronow, then VSO. The idea had been pushed by the DFO of Dharchula. Jane left the project shortly thereafter and Adrienne took over. Today there are 4 Women FC's and another 4 FC's with women participating.

One big motivating factor for women to be on the committees was the fact that the first two committees were taken on a trip to Kathmandu and Banch to relate their experience to other village women.

Adrienne pointed out that the biggest problem of women working in a committee are the men who are ridiculing them. But when the men see that the women actually achieve something they support them.

The rangers in Dharchula don't do extension themselves, one Women FC had started to do their own extension and a few local naikes do extension as well. The women were told by the DFC to look after community forests but when conflicts arose by people cutting trees illegally in these forests they had neither authority to stop it, nor support from the DFC.

Adrienne sees that being a white woman is an advantage to do her job because she is a respected outsider, but she thinks that men who are well trained in extension could do the job as well. There is a massive effort needed to get women out of the present state of passivity (initial influence period).



The main findings of the workshop:

- 1) Womens involvement is not an issue in itself. When we start thinking about community involvement, womens roles evolve naturally, because they already have specific areas of work. Village women have to be enabled to take part in discussions, work as a groups, become confident which needs a long time in the beginning.
- 2) Different forests should have different FC's according to the products they are supposed to supply to the community. Forests for fuel and fodder production should be managed by a female committee, timber plantations by a male committee. The idea is to have the actual users group on the committee, because they do the actual work in the forest. Also, every FC is different, because its a group of individuals. Every locality is different as well, so that every FC has to be seen as unique (microapproach).

There are a lot of ineffective FCs at this point because they have been imposed on people. Ideally, the forming of a FC should be requested by the villagers as they understand why they need it and what it should do. That again requires a lot of time and extension skills from the forest rangers before the forming of a committee. (The procedure upto now has been to call a village meeting, put the pradhan pancha and ward chairmen on the list and declare the FC. Neither do these people actually go to the forest, nor do they - in most areas - pass on any information to the villagers.)
- 3) Before the need for an effective extension isn't realised on all levels within the Forest Department and among DFC's and rangers there is no change to be expected.

There should be a forum for discussion for the rangers on Community Forestry topics to increase their awareness about the need for extension since they are the ones who should be in the field as extensionists. Motivation/extension training in IOF Hetauda should become more efficient. Leigh Klein, PCV working in IOF mentioned that an infrastructure for that would have to be set up.
- 4) There should be an exchange and cooperation between the Women Development Officers as experienced extensionists and foresters as technicians for both parties to work better in the future.

Sabine Hausler.  
Forestry Adviser.

cc: Peter Quesenberry.  
Willem van Dis.  
RDC Library.  
Trees File.

SH/ug.  
24/6/87.

## DIENSTE IN ÜBERSEE

Meeting with Mr. Howard Barclay in Stuttgart on June 25, 1985

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### AGENDA

1. Bible Study (Heino Meerwein/DÜ)
2. Introduction of the participants  
and of the DÜ-people proposed to work with UMN
3. Political events in Nepal
4. Rural development projects and their connection with  
industrial development projects (Surkhet, Pokhara vis-à-vis Butwal)
5. Butwal: Ecology, competition
6. Long term planning in industrial development programmes
7. Nawal Parasi Agreement
8. Nepalization */ Church in Nepal*
9. Social problems in Nepal like drug abuse and prostitution
10. Personnel proposals to UMN by DÜ
11. Any other business

DÜ, 24.6.85 - Heinz Klein

- 1.-8. wurde in großer Gruppe besprochen  
9. ~~mit~~ nur mit Klein, Hölz, Künze, Egner  
10. + 11. die intern



## 2. UMN Board Meeting

Ich will hier nur die mir wichtig erscheinenden Dinge herausheben. Einzelheiten können den Protokollen entnommen werden, wenn sie vorliegen.

Atmosphärisch war das diesjährige Meeting eher gedämpft im Vergleich zu der Aufbruchstimmung des vorjährigen. Es wurde auch ein Stück weit erschlagen durch die Vorlagen-Stapel, die zu Beginn ausgeteilt wurden. Dahinter sollte man nicht Absicht vermuten, sondern die vollzogene Umstellung auf den Abrechnungs- und Berichtszeitraum, der jetzt in der Mitte des Jahres liegt. So hatte das diesjährige Board-Meeting 18 Berichtsmonate zu bewältigen. Die letzten 6 Monate waren es vor allem, die per Tischvorlage nachgeschoben wurden.

Gesamtpolitisch bedeutsam: Das Nominating Committee wollte einen deutschen Vertreter im Executive Committee. Nachdem ich einen wohlüberlegten Rückzug angetreten hatte, wurde Else Furthmüller aus dem Beirat der Gossner Mission ins Executive Committee gewählt, die auch als Vertreterin der GM am Board Meeting teilnahm.

Der Nawalparasi-Vorfall wurde - soweit es ging - missionspolitisch heruntergespielt von offizieller UMN-Seite. Das Board hatte andererseits wenig Neigung, in der Wunde herumzurühren. Man ist sich offenbar doch bewußt, daß die Gründe für die vorübergehende Schließung des Projekts auch im missionarischen Verhalten von Eriksson zu suchen sind. Man spricht aber nicht gern darüber und versucht, Eriksson aus der Schußlinie zu halten. Die anderen Gründe wie etwa Intrigen auf der District Panchayat-Ebene wurden breit ausgewalzt. Ich konnte zumindest erreichen, daß der Executive Director, Howard Barclay die Aushandlung eines neuen Agreements mit der Regierung in die Hand nimmt.

Das Surkhet-Projekt wird im Bereich von Economic Development als Starprojekt gehandelt. Der Nachfolger von Martin Anhorn - Andrew Bulmer von CMS - scheint ein Garant, daß das ursprüngliche Konzept weitergeführt wird. Das Board verabschiedete eine Resolution, die besagt, daß andere Economic-Development-Aktivitäten der UMN das Surkhet-Konzept nicht störend tangieren dürfen. Im Projekt sollen jetzt 2 weitere Stellen besetzt werden: ein Community Health Educator und ein Non-formal Educator.

Das alte Executive Committee hat beschlossen, daß die Bewerber für UMN nicht nur ein persönliches Glaubensbekenntnis und ihren Call darlegen, sondern auch die Aussage unterschreiben müssen, "that Jesus Christ is the only way for salvation". Des Weiteren werden umfangreichere Bewerberunterlagen verlangt. Dies kann DÜ nicht akzeptieren, und darüber muß mit Howard Barclay anlässlich seines Stuttgart-Besuchs gesprochen werden. Es ist zu hoffen, daß das neue EXCOM die alten Beschlüsse revidiert und auch die verwirrende Debatte über "Universalism" beendet.

Das Board hat den Antrag abgelehnt, daß künftig auch geldgebende Organisationen zusätzlich zu den Personal-vermittelnden als Observers zum Board zugelassen werden.

Das Headquarter beklagt einen Mangel an gut ausgebildetem Personal. Die Mitglieder sind aufgerufen, hier Abhilfe zu schaffen.

Es soll eine Studie über "vorzeitige Vertragsbeendigungen" erstellt werden, wobei jedoch überhaupt nicht geklärt ist, was innerhalb der UMN "vorzeitig" heißt. In der Diskussion zeigte sich für mich ziemlich deutlich, daß die Administration die klare Frage nach den Ursachen eines vorzeitigen Disengagements scheut.



Der Per Capita Grant bleibt auch für das Rechnungsjahr 1985/86 unverändert auf US\$ 800,- pro Person und Jahr bestehen. Auf Antrag von Bischof Ghose, Church of North India muß das nächste Board sich überlegen, ob das PCG für die ärmeren asiatischen Mitglieder reduziert werden kann, was für die reicheren eine Erhöhung des PCG bedeutete, oder ob reichere Mitglieder den PCG von Fall zu Fall übernehmen.

*Coordinating Committee*  
Das (neue EXCOM) wird sich mit der Frage beschäftigen müssen, ob aufgrund des geänderten Berichtsjahres das Board Meeting jeweils in den November eines jeden Jahres gelegt werden soll und ab wann dies gelten soll.

Im Bereich der Erosionsbekämpfung bzw. Aufforstung hat sich in den letzten beiden Jahren (seit meinem letzten Besuch) erfreuliches getan. Der Forstberater Richard Gijbers ist ein hochqualifizierter und engagierter Mann. Er hat eine gute Studie vorgelegt. Die UMN gibt dem Programm höchste Priorität. In diesem Zusammenhang ist derzeit die Gossner Mission dabei, eine Forstwirtin zu vermitteln. X

Von Ken Webster und Tom Wong wurde ein Entwurf zur Long Term Policy in Butwal als Tischvorlage eingebracht. Wir haben es einmütig abgelehnt, per Tischvorlage über derart weitreichende Zielvorstellungen und Konsequenzen an diesem Board zu diskutieren und Weichenstellungen vorzunehmen. Al Schlorholtz als Economic Development Secretary ist aufgefordert, das Konzept den Mitgliedern frühzeitig für die Diskussion im nächsten Board vorzulegen, und zwar so frühzeitig, daß die Mitglieder dies auch noch intern vorher abklären können.

Die Asiatisierung soll weiter forciert werden. Anlässlich der Diskussion über Howard Barclay's jetzige Europareise wurde ihm dringend empfohlen, demnächst im asiatischen Raum zu reisen.

Die Nepal Christian Fellowship ist ziemlich zerfallen in Einzelgemeinden. Die Gründe dafür sind kirchenpolitischer Natur. Die betroffenen Repräsentanten der Gemeinden reden nicht offen darüber, was sie trennt gegenwärtig. Es ist sicher auch eine Frage von Leadership.

Dem Headquarter wurde vom Board, und vor allem von der Education Group nochmals deutlich Zeichen gegeben, daß alle Anstrengung in Richtung Nepalization unternommen werden muß.

Mein nochmaliges Personalangebot Janos Pasztor wurde von Al Schlorholtz sehr wortreich und höflich mit den Argumenten abgeblitzt, er sei für UMN zu hochqualifiziert für derzeit zu besetzende oder in naher Zukunft freiwerdende Stellen und als Ökumeniker für die nepalischen Gemeinden schwer verdaubar. Wer da Verdauungsprobleme haben dürfte, ist klar.

Ich habe Bischof Ghose ermuntert, im Sinne des Süd-Süd-Austausch qualifiziertes Personal aus seiner Diözese der UMN anzubieten, und daß er jederzeit mit uns über Personalfinanzierung reden kann.

Mit Gerhard Honold, Landwirt in Surkhet und derzeit unter Gossner-Vertrag haben wir über einen Vertragswechsel zu DÜ verhandelt. Das Gespräch stand nicht unter einem günstigen Stern. Inzwischen kann man davon ausgehen, daß er weiter unter Gossner-Vertrag bleiben wird und DÜ im Amtshilfeverfahren einen Entwicklungshelfer-Vertrag mit ihm abschließen wird. Honold kommt im Juli in die BRD.

Howard Barclay ist anlässlich des Besuchs der europäischen Mitglieder der UMN vom 24. bis 26.6.85 in der BRD. Am 24.6. wird er der EZE einen Besuch in Bonn abstatten. Am 25. wird er in Stuttgart sein, und am 26. geht er nach Berlin zur Gossner Mission.





Gossner Mission · Handjerystraße 19-20 · 1000 Berlin 41 (Friedenau)

An die Berliner Kuratoren  
und Stellvertretenden Kuratoren!

- ☐ Indien
- ☐ Nepal
- ☐ Zambia
- ☐ Öffentlichkeit
- ☐ Gemeindedienst
- ☐ Verwaltung

Berlin, den 19.6.1985

Liebe Freunde,

am nächsten Mittwoch, den 26.6.1985, wird Howard Barclay, der Exekutiv Direktor der Vereinigten Nepalmission im Rahmen einer Europa-Reise bei uns in Berlin zu Gast sein. Er wird kurz nach 10.00 Uhr bei uns im Büro sein zu einem Gespräch mit den Mitarbeitern bis etwa zum Mittag.

Wir möchten die Berliner Kuratoren zu diesem Gespräch mit einladen, denn die Gelegenheit, Vertreter der Leitung der UMN leibhaftig bei uns zu haben, ergibt sich nicht sehr häufig. Wir würden uns freuen, wenn einige von Ihnen es möglich machen könnten, dabei zu sein.

Mit freundlichen Grüßen  
Ihr

Dieter Hecker

Besuchsprogramm von Howard Barclay, General Secretary  
der UMN in Deutschland

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Datum	Ort	Verantwortlich
Mo 24.6.85	Amsterdam - Bonn - Stuttgart mit der Bahn In Bonn Treffen mit EZE  Ankunft am Abend in Stuttgart -Übernachtung	E. Furthmüller
Di 25.6.85	9 oder 10 Uhr bis 16 Uhr Gespräch mit H. Barclay -  dü - Bf&W -GM - CBM fakt.....  abends Möglichkeit zu weiteren Gesprächen falls notwendig oder gewünscht Übernachtung	dü (H.Klein?)      E. Furthmüller
Mi 26.6.85	Flug Stuttgart - Berlin  Berlin - Gossner Mission	Gossner Mission (Hecker, Mische
Do 27.6. 85	Flug von Berlin nach Amsterdam	Gossner Mission

Fr.

10.5.85



# Brot für die Welt

BROT FÜR DIE WELT  
BREAD FOR THE WORLD  
PAIN POUR LE MONDE  
PAN PARA EL MUNDO

Datum / Date / Fecha

BROT FÜR DIE WELT · Postfach 476 · D-7000 Stuttgart 1

Gossner Mission  
Handjerystr. 19-20

1000 Berlin 41

7000 Stuttgart 1 · Stafflenbergstraße 76  
Telefon 07 11/2159-1 · Telex 07-235 57

Referat / Desk / Département / departamento

Asien II

10. April 1985

Eingegangen

12. April 1985

Zur / For / pour / para

- ☒ Information / información
- ☐ Rücksprache / consultation / consultación
- ☐ Rückgabe / return / renvoi / devolución
- ☐ Stellungnahme / comments / commentaires / comentarios
- ☐ Beantwortung / reply / réponse / contestación
- ☐ Erledigung / action / exécution / ejecución
- ☐ Weitergabe / forwarding / transmission / pasar
- ☐ \_\_\_\_\_

Mit freundlichen Grüßen/With kind regards  
Avec les meilleurs compliments/Muy atentamente

*H. Hüll*



Kopie an Bü 18/3

THE UNITED MISSION TO NEPAL

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

Telephone: 212179, 215573, 212668.

Telex: 2315 UMNEPA

Telegrams: UMNEPAL

Location: K-1-325 Thapathali

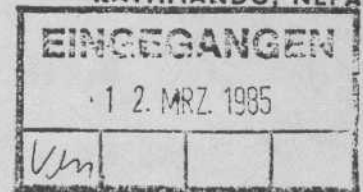
Mailing address:

POST BOX 126,

KATHMANDU, NEPAL

March 3, 1985

Ms. Ursula Moll  
Brot fuer die Welt  
D-7000 Stuttgart 1



Dear Ursula,

I am writing concerning another matter and as I am not sure to which desk this should go, and therefore would be grateful if you could forward it to the appropriate place.

I am planning a visit to Europe mid/85 in order to hold consultations in a number of places, first in Scandinavia, then U.K., and later on the Continent. This is to relate the work of UMN to friends in Europe who have been associated with us, both for the updating of information and also to clarify any areas that friends may wish to know. I gather these kinds of consultation have been done in the past.

For that reason I have set aside the dates June 25-26 for such a possible consultation to be held in Stuttgart. I have been led to believe that this would be the most central place for such a gathering. It would involve other organizations associated with UMN, working in Germany, but this is an exploratory letter to find a response from Bread for the World. There might be the possibility of an alternative date, that is <sup>from</sup> midday June 21 and all of June 22. Probably the one group for whom this might be least convenient would be the Gossner Mission located in Berlin. I understand that for all other groups in Germany, Stuttgart would be central.

I would be glad to have your response on this as soon as possible.

Yours very sincerely,

J. Howard Barclay,  
Executive Director.

JHB/mj



# Brot für die Welt

Brot für die Welt. Stafflenbergstr. 76, D-7000 Stuttgart 1

**Bread for the World**

Fed. Rep. of Germany

The United Mission to Nepal  
Attn: Mr. J. Howard Barclay,  
Executive Director  
Post Box 126  
Kathmandu

NEPAL

P.O. Box: 476  
Telephone: (07 11) 2159-1  
Cable: Diakonie Stuttgart  
Telex: 7 23 557 ddws-d

Visits should be announced

Your ref. no.	Your letter of	Our ref. no.	Re: Project Number	Direct dial	Date
-	3.3.85	II-mo	-	-	April 10th, 1985

Dear Howard,

Thank you very much for your letter of March 3rd announcing your forthcoming visit to Europe. We do appreciate this opportunity to meet you personally and learn about developments and plans of UMN.

We have in the meantime shared your letter with friends from Service Overseas and Gossner Mission, Berlin, and they agreed to join the suggested consultation here in Stuttgart. With regard to the date June 25-26 would be preferred. We are not sure what you will have on your agenda, but from our point of view we feel that one day should be sufficient for updating information and clarifying further points. Of course, we may be mistaken about this and look forward to your comments. Please also confirm the date as early as possible and let us know whether we should reserve accommodation for you.

With all good wishes,  
yours sincerely,

Ursula Moll  
Asia Desk II

cc: Gossner Mission ✓  
Service Overseas

ELSE FURTHMÜLLER  
Gehinger Str. 13  
7260 CALW-STAMMHEIM  
Tel. 07051 / 30141

Eingegangen

15. Mai 1985

Erledigt

16. Mai 85

An Heinz Klein und Hans Bühler (dü)  
Dieter Hecker und Erhard Mische (Gossner Mission)

Betr.: Deutschlandbesuch von Howard Barclay, UMN im Juni 85

Liebe Kollegen,

das beiliegende Programm habe ich mit Howard in Kathmandu so abgesprochen. Ich hoffe, daß es auch für Euch so recht wird.

dü bitte ich das Treffen am Dienstag vorzubereiten und die entsprechenden Leute dazu einzuladen. Howard würde auch gerne mit zukünftigen Mitarbeitern der UMN zusammentreffen.

Die CBM hat Howard selbst angeschrieben und sie gebeten, sich mit dü oder GM in Verbindung zu setzen.

Da Howard am Mittwoch nach Berlin fliegt, wird von GM Berlin am Dienstag niemand dabei sein. Werner Petri von GM Mainz, evtl. ein Mitglied des Nepalausschusses und ich werden aber in Stuttgart mit dabei sein. Der Nepalausschuß der GM trifft sich noch im Mai und wir werden dann klären, wer kommen wird.

Denkt bitte auch an eine Andacht zu Beginn des Gesprächs. Beim letzten Treffen hat es die Gossner Mission übernommen. Damit wäre dieses Mal - dü oder BfdW an der Reihe.

Ich werde für die Übernachtung von Howard in Stuttgart sorgen.

Die GM Berlin bitte ich für Mittwoch ein Programm für Howard zu machen. Ausserdem bitte ich Euch die Flugscheine für Howard zu besorgen:

Mi 26.6.85 1. Maschine Stuttgart-Berlin

Do 27.6.85 Berlin - Amsterdam

Howard fliegt am 27.6. um 18. 25 Uhr in Amsterdam weiter

Ich hoffe, daß ich nun nichts vergessen habe.

Herzliche Grüße

ELC  
~

P.S. Für das Treffen am Dienstag sollte ein Tageslichtprojektor und ein Diagerät bereitgestellt werden!

Zur Sondersitzung am 30.11.84



1. Kuratorium und Mitarbeiterkollegium sind sich darüber einig, daß das Kollegium stärker kooperieren [REDACTED] und daß die Frage thematisiert werden sollte, ob und wie sich die 4 Arbeitsschwerpunkte der Gossner-Mission (GM-AS) (besser) integrieren lassen.
2. Die 4 GM-AS sind je eigengewichtig. Sie lassen sich nicht einem unspezifischen Koordinationsinteresse unterwerfen. Über diesen Umstand muß effizienzbezogen nachgedacht werden. Zu thematisieren ist also, was die 4 AS trennt. Interesse darf dabei nicht sein, auf diesem Wege das Verbindende zu ermitteln. Die Frage nach dem Verbindenden ist auf anderer Ebene zu thematisieren.
3. In den 4 AS sind religiös und kulturell sehr verschiedene Problemfelder zu bewältigen. Jeder Arbeitsschwerpunkt besteht aus einer Mehrzahl verschiedener Lebenswelten, die wiederum mehrere inner- und interkulturelle Konfliktbeziehungen enthalten. Letztere lassen sich im einzelnen spezifizieren. Diese Spezifizierung wird praktisch immer relevanter. Spendenaufrufe und GM-Haushaltsplanungen z.B. müssen begründet werden. Die treuhänderische Verwaltung fremder Gelder durch die GM bedarf der Legitimation. Theologische und industriekulturell-rationale Argumente müssen in ein sensibles Verhältnis zueinander gebracht werden.
4. Auf der letzten Kuratoriumssitzung wurde gefragt, inwieweit die GM involviert sei, wenn Mitglieder der Gossnerkirche Christen in Zambia besuchen wollen. Damit wurde ein weitergreifendes Problem berührt. Der Besuchswunsch machte deutlich, daß klar artikuliert werden muß, in welcher Hinsicht man sich voneinander trennen muß, um in anderer Beziehung um so besser kooperieren zu können. Fremdheit, Identitätsdifferenz muß thematisiert werden, wenn neue Kontaktmöglichkeiten eröffnet werden sollen.
5. Daß die hier relevanten theologischen Probleme auf eurozentrischer Basis nicht mehr formulierbar sind, dürfte sich im allgemeinen wohl kaum bestreiten lassen. Dennoch endet jede Konsensmöglichkeit, sobald Konkretisierungsversuche gemacht werden. Auch dieser Umstand bedarf der Thematisierung. Verschiedene Aspekte des christlichen Glauben im Kern berührenden interreligiösen und interkulturellen Dialogs werden inzwischen längst auch in der Bundesrepublik relevant. Die GM hat jedoch einen prinzipiell weltgesellschaftlichen theologischen Horizont.
  - a) In allen 4 GM-AS sind nachweislich unterschiedliche Formen christlicher Spiritualität und christlichen Handelns wirksam.
  - b) Diese Formen werden stets im Zusammenhang mit kulturellen Besonderheiten relevant, lassen sich aus den kulturellen Lebensbezügen jedenfalls nicht herauslösen.



- c) Die verschiedenen Formen christlichen Handelns und christlicher Spiritualität sind in den 4 GM-AS auf je verschiedene fremdreligiöse Umwelten bezogen. Das gilt natürlich auch für Mainz. Prinzipiell handelt es sich dabei um Konfliktbeziehungen.
- d) Unerwartet können die meist nationalstaatlich integrierten politischen, wirtschaftlichen und sozialen Konflikte akut werden und zum Handeln zwingen (z.B. Indien).
- e) Dazu kommt die Überlagerung durch weltgesellschaftliche politische, wirtschaftliche und soziale Konflikte, deren Ausmaß und Verflechtung inzwischen neue Qualität angenommen haben.
- f) Europäisch-industriekulturelle Identität muß von Mitgliedern der Industriegesellschaften mit rationaler Distanz thematisiert werden können. Das schließt Fähigkeiten im Umgang mit der Bibel ein, die im allgemeinen nicht in den Vordergrund gestellt werden. Mit der jüdischen Bibel als einem Bestandteil des christlichen Kanons muß z.B. ein interreligiöser Dialog geführt werden können. Eine christliche Umdeutung des Alten Testament ist ja inzwischen längst nicht mehr legitimierbar. Ein vergleichbarer Umgang mit wissenschaftsbezogenen Einstellungen gegenüber Bibel und Tradition ist von unseren Partnern in Übersee keinesfalls zu erwarten. Unsere Partner sind deshalb weder die besseren noch die schlechteren Christen. Für uns stellt sich freilich das Problem, inwieweit es sich in diesem Zusammenhang überhaupt um thematisierbare Fragen handelt. Bekanntlich enthalten Altes und Neues Testament religiöse Dokumente altorientalischer und antiker Ausländer, die westeuropäischen Christen religiös und kulturell fremd waren und sind. Begegnungen mit Christen und Nichtchristen in Übersee und Begegnungen mit der Bibel können zu vergleichbaren Schwierigkeiten führen. Die GM könnte gelegentlich versuchen, den Beitrag zur Überwindung von Euro- und Ethnozentrismus, den sie in ihrem Gesamt-Arbeitsprogramm faktisch leistet, sich selbst und anderen bewußt zu machen. Zu diskutieren wäre in diesem Zusammenhang über die Grenzen der Thematisierbarkeit dieser Problematik im GM-Rahmen. Dabei ist sorgfältig zu gewichten, daß GM offensichtlich auf dem Wege ist, ihre im weiteren Sinne akademie-ähnlichen Vermittlungstätigkeiten (Industriepraktika, Halbjahresseminare, Seminare des Öffentlichkeitsreferats, Gemeindegarbeit, Friedensinitiativen) eher zu verstärken. In diesem Zusammenhang könnte der Beitrag zur Überwindung von Fremdenhaß, den unser theologischer Auftrag einschließt, nicht uninteressant sein. Um noch einmal das biblische Beispiel aufzugreifen: Mit der Bibel hat der christliche Glaube ein wohlverschnürtes Paket nicht nur kultureller, sondern auch religiöser Fremdheiten in sein eigenes "Wesen" aufgenommen. Nichts wäre abwegiger als der Versuch, dieses Paket in der GM aufschnüren zu wollen. Aber vielleicht ließe sich ein wenig Sensibilität gegenüber eurozentrischen, industriekulturellen Bindungen entwickeln, die den normaltheologischen Diskurs kennzeichnen, dem wir verpflichtet bleiben. Um dies gleich deutlich zu sagen:

Ich halte das große Spektrum der so hoch emotionalisierten Identifikationen mit den theologischen Importen (Befreiungstheologie, materialistische Theologie usw.) für einen schweren Betrug an unseren Mitmenschen. Die verbreitete affektive Ablehnung der für die Weltgesellschaft überlebensnotwendigen, positiven industriekulturellen Werte halte ich für sehr gefährlich. Man muß sie unmißverständlich bekämpfen, weil sie töricht ist <sup>und</sup> voller Widersprüche steckt. Da wird dann einer durch und durch naiven Identifikation theologisch-spirituel-<sup>d</sup>ler Grundmöglichkeiten des Glaubens mit nichtindustriellen Fremdkulturen das Wort geredet, ohne überhaupt die Frage zu stellen, ob nicht auch die Industriekultur das Recht hat, die für sie spezifischen Formen der Verbindung von Spiritualität und Rationalität im christlichen Glauben zur Geltung zu bringen. Die theologischen Importe wie z.B. die Minjungtheologie mögen die bekannten herzlich-affektiven Ablehnungen alles Schreibtischtheologischen nachhaltig verstärken - sie <sup>enthalten</sup> gleichwohl <sup>d</sup>erartige, irrationale, <sup>d</sup>iese im weltgesellschaftlichen Maßstab menschenfeindliche Tendenzen der Abwendung von den Problemen industrieller Lebenswelten, die wir lösen müssen. Als ob der wie immer schreibischbezogene und schreibischfremde Umgang mit Informationstechnologien, Organisations-Software, Aufbau kleiner Systeme, Organisation von Gleichverteilungen auf allen Ebenen des Lebens keine oder minder gewichtige theologische Probleme stellte. Ja, es gibt industriekulturelle Werte, die sogar den wohlüberlegten Anspruch erheben können, im weltgesellschaftlichen Maßstab nachdrücklich zur Geltung gebracht zu werden. Diese Werte hängen mit dem umfangreichen Komplex der Organisation von Gleichverteilungen der Verfügungsrechte über Entscheidungen, Leistungen, Verfahren, Wissen, und Güter zusammen. Keine Kultur in der gesamten Geschichte der Menschheit ist bisher in der Lage gewesen, diese nicht nur elementar humane, sondern eben nachweislich vernünftige Forderung der Gleichverteilung als einzel- und weltgesellschaftliches Organisationsproblem überhaupt zu formulieren, geschweige denn Ansatzpunkte zu praktischer Verwirklichung zu entwickeln. Mit neuen Versionen eines Kulturimperialismus hat das gar nichts zu tun. Die neuen Wogen des theologischen Irrationalismus muß man entschlossen bekämpfen. Es ist einfach töricht, die systematische Zerstörung unsrerer natürlichen, sozialen und seelischen Umwelt durch die Großindustrie mit einem Bankrott unserer industriekulturellen Werte gleichzusetzen.

Das ist also alles eine akademische Angelegenheit und geht die praktische Arbeit der GM nichts an? Darüber soll man sich an den Hochschulen streiten? Es ist doch so, daß unsere Überseemitarbeiter in ihrem Glauben durch diese Fragen ganz tief betroffen sind. Ausnahmslos jedes unserer Berliner, Mainzer und Kuratoriums-Mitglieder hat Gespräche geführt, in denen es um die Frage ging, wie unsere eigenkulturelle Identität herausgefordert wurde. Das sind doch keine lediglich intellektuellen Fragen. GM arbeitet praktisch seit je



an ihnen. Warum nicht praxisbezogen darüber nachdenken, inwieweit nicht das Gesamt-Arbeitsprogramm der GM längst bestimmte Antworten nahelegt, die man sich bewußt machen muß, wenn man nicht blind Tendenzen ausgeliefert sein will, von denen man von vorn herein nicht sicher sein kann, ob sie eher vom Teufel sind?

Das Kulturkonflikt-Problem ist im GM-Rahmen längst ~~akut~~ akut geworden. Mainz muß mit dem Gesamtpotential industriekultureller Rationalität im Blick auf die Zukunft der Industriegesellschaften bewußt und theologisch reflektiert umgehen. Die drei anderen Arbeitsschwerpunkte haben es ganz elementar mit den Potentialen nichtindustrieller Gesellschaften und deren Entwicklungsperspektiven zu tun, wobei die weltgesellschaftlichen Akkulturationskonflikte ihre politischen, wirtschaftlichen und sozialen Rahmenbedingungen vorgeben. Wir alle wissen doch, daß unsere Überseepartner aus sehr verständlichen Gründen wesentliche Gesamtmerkmale unserer Industriekultur in Herz und Seele ablehnen. Wir können ferner wissen, daß man religiöse von kulturellen Wesensgehalten nicht irgendwie ablösen kann. Erleben wir nicht längst, daß sich die Wege unserer Übersee-Partner von den unseren nicht nur äußerlich, sondern auch kulturell-seelisch getrennt haben? Wir werden also nicht umhin können, die Gewerkschaftsarbeit in Mainz in diesem Sinne als ein Problem der Rekonstruktion wachsender einzel- und weltgesellschaftlicher Entfremdungen, Kulturkonflikte zu erfassen und nicht zu übertünchen zu suchen. Einzel- und weltgesellschaftlich nehmen die Entfremdungen zu. Einzelne, Gruppen, Geschlechter, soziale Schichten, Höchstqualifizierte und Analphabeten, Reiche und Ärmste, Verhungerte und Schreibtischtäter sind ganz unmittelbar einander konfrontiert. Gerade da liegen doch unsere Probleme. Wir können mit unseren bescheidenen Mitteln die Prozesse nicht steuern, die das Einander-fremd-Werden in allen Lebensbereichen zu immer bedrohlicher wachsenden Lawinen anschwellen lassen. Gerade deshalb müssen wir eben dieses Problem thematisieren. Wie bewältigen wir die Probleme der Kommunikation mit Menschen und Gruppen, die einander zwangsläufig immer fremder werden müssen? Je weniger der arbeitslose Jugendliche in Mainz mit dem Dorfmädchen aus Badijaur und dem Arbeiter in VW do Brasil zu tun hat, desto wichtiger wird die Thematisierung dieses Nichts-miteinander-zu-tun-habens. Man wird bald merken, wie wenig aufschlußreich es ist, wenn man bei den Oberflächen der Erscheinungen bleibt. Wie sehen eigentlich die Handlungspläne und Handlungsorientierungen der drei Genannten aus? Wenn der Jugendliche auf dem Wege industriekultureller Verelendung ist und die Weichen gestellt hat, diesen Weg weiter zu gehen, läßt sich ein derartiger Handlungs- und Orientierungsplan mit demjenigen eines qualifikationsorientierten nepalesischen Dorfmädchens in ganz anderer Weise konfrontieren, als wenn man z.B. vergleichbare Qualifikationsorientierungen mit den kulturellen und gesellschaftlichen Chancen konfrontiert, die sich den Qualifizierten jeweils bieten. Wenn ich





ebenen zu thematisieren, die es erlauben, diskutierbare und konsensfähige Begründungen für künftige (neue) Handlungsakzente zu erarbeiten. Meine Bemerkungen sind alles andere als konsensfähig und auch nicht im Hinblick auf Konsens niedergeschrieben. Gerade auf die Bewältigung von Nichtkonsensfähigem kommt es heute ja immer mehr an. Ich persönlich finde es langweilig und für mich absolut inakzeptabel, eigene Vorstellungen anderen in irgend einer Form aufzudrängen. Interessant und wichtig ist für mich, immer größer werdende Diskrepanzen im Denken und Handeln durch Erfindung neuer Kompromiß- und Kooperationsmöglichkeiten zu bewältigen. Deshalb schreibe ich auf, was nur wenige lesen werden.

Ich kann hier nicht die Kulturkontakt-Probleme spezifizieren. Bekanntlich gibt es bei unseren Übersee-Partnern nicht nur die kulturell-seelische Ablehnung gewisser Gesamtaspekte oder Einzelelemente der Industriekulturen, sondern im genauen Gegenteil vielmehr eine vielschichtige Identifizierung mit vielen Elementen unserer Waren- und Maschinenwelt. Wenn ich richtig sehe, tendieren viele fortschrittliche gesellschaftspolitische Auseinandersetzungen mit diesen Identifikationen dazu, eher abwehrend zu reagieren. Oder sehe ich falsch? Gibt es nicht die relativ fundamentale, bis in die Tiefenschichten der Persönlichkeiten reichende Differenz zwischen Technikern und Managern transnationaler Unternehmen einerseits und den industriekultur-kritischen Entwicklungshelfern andererseits? Ich vermute zwar, daß dieser Gegensatz inzwischen von beiden Seiten an sehr virulenten Stellen in Frage gestellt wird. Mir stehen aber nicht die vielen Erfahrungen zur Verfügung, die sich im GM-Mitarbeiter-Kollegium angesammelt haben und die kaum an eine Kuratoriums-Oberfläche kommen. Heute stehen hoch-spezialisierte Techniker, Ingenieure, die in AKWs arbeiten, in vielen Beziehungen der kulturellen Sensibilität von Entwicklungshelfern viel näher, als beide Seiten vermuten. Mir ist allerdings unklar, inwieweit ich diese gelegentliche Beobachtung verallgemeinern kann. Daß dieser - ggf. vorhandene - Wandel in den psychosozialen Einstellungen gegenüber basalen Perspektiven industriekultureller Rationalität für GM hoch relevant ist, brauche ich wohl nicht näher auszuführen. In diesem Zusammenhang wird eine entschlossene Auseinandersetzung mit den Wogen theologisch-irrationaler Ablehnung der Industriekultur für GM praktisch bedeutsam. Ich bitte darum, auf der gleichen Ebene einer Kooperation zwischen GM-Ausschüssen möglichst kompromißlos formulierte theologische Gegenvorstellungen zu entwickeln. Nur dann kommen wir weiter. In diesem Zusammenhang muß ich hinzufügen: Ich wehre mich scharf dagegen, Gott, den Jesus der Armen oder den Christus des Glaubens gesellschaftspolitisch zu verrechnen. Sollen wir demnächst neben den Jesus der Armen einen Jesus der Ingenieure und einen Jesus der Manager stellen? Das sind doch Absurditäten. Sollen wir uns nicht - innerhalb der uns im GM-Rahmen gesetzten Grenzen - ein kleines Bißchen gegen die dummliche Verkündlichung der Theologie wehren, die dann zur Problembewäl-

tigung aber auch gar nichts mehr beizutragen vermag?

6. Ich komme zu den übrigen Aspekten, die m.E. eine möglichst sorgfältig dosierte und wenig aufdringliche Kooperation zwischen Ausschüssen erforderlich machen. Es dürfte für GM an der Zeit sein, über eine Gewichtung der Arbeitsschwerpunkte neu nachzudenken. Die Argumente zähle ich hier nicht auf. Jedenfalls ist inzwischen die Beibehaltung der bestehenden Entwicklungstrends der einzelnen Arbeitsschwerpunkte und damit die relativ unkontrollierte Selbstentfaltung des GM-Gesamt-Arbeitsprogramms begründungsbedürftig. Das Kuratorium darf und kann nicht mit Brainstorming-Aufgaben in diesem Zusammenhang belastet werden. Es müssen durchdachte und operationalisierte Vorschläge auf den Tisch. Mitarbeiter-Kollegium und Ausschüsse könnten dann durchaus arbeitsteilig für einzelne Vorschläge umfassendere Begründungen ausarbeiten, die das Kuratorium dann ggf. zu einer eigenständigen Auseinandersetzung mit den Begründungen zwingen.

Im Hinblick auf das GM-Gesamt-Programm lassen sich Mainz- und Nepal-Arbeit als zwei Extremvarianten spezifizieren. Mainz muß Zukunftsfragen der Industriegesellschaften besonders stark im Blick auf die Gewerkschaftsproblematik zuspitzen. Das Nepal-Engagement der GM muß community development und self reliance - innerhalb eines religiös getragenen Dachverbands - als Problem der Entwicklung eines sehr armen Agrarstaates rekonstruieren, ohne in den Dörfern bisher jedenfalls Problemgewerkschaftlicher Organisation handlungsrelevant stellen zu können. Wenn es nun gelänge, die Heterogenität dieser Problemkomplexe wirklich zu erfassen, ließe sich für beide Arbeitsgebiete einiger Gewinn erzielen<sup>a</sup> Gewinn aber auch für GM insgesamt. Das mag abstrkt klingen. Aber warum fordert Mainz nicht, das Nepal-Engagement auf den Aufbau nepalischer Gewerkschaften zu konzentrieren oder es ganz aufzugeben? Natürlich aus Gründen der Kollegialität. Es gibt auch andere Operationalisierungen.

7. Das Mitarbeiter-Kollegium sollte in ausgewählten Einzelfragen die Entscheidungen des Kuratoriums im Hinblick auf das GM-Gesamtprogramm vorbereiten. Dabei muß sorgfältig geprüft werden, welche Entscheidungen bestimmte GM-Gewichtsverlagerungen implizieren können bzw. sollen. In allen Arbeitsschwerpunkten sind neue Weichen gestellt worden, ohne daß an einem Einzelproblem einmal exemplarisch die GM-Gesamtperspektiven kontrovers erörtert wurden (mit einer Ausnahme: Der Kaufversuch eines besetzten Hauses). Zur Zeit sind beinahe alle Engagements und Initiativen unzureichend gewichtet, also Entwicklungspolitik, Gewerkschaft, Arbeitslosigkeit, Ausländer, Frieden, Seminare, EMW-Studie, Kooperation mit Kirchen und Christen in Übersee. Ich sehe durchaus die Vorteile dieser Situation. Aber jetzt könnte Indien zu verstärktem Einsatz von Mitteln zwingen. Und Nepal zwingt jedenfalls zur Problemzuspitzung im Vergleich mit Indien: Warum nicht konsequent sein und alle uns anvertrauten Gelder nur in Kooperation mit Partnerkirchen einsetzen?



## PROTOKOLL

Nepal ad-hoc-Gruppe  
30. November 1984

Anwesend: Barteczko-Schwedler, Bühler (teilweise), Froelich, Furthmüller (teilweise) Hecker, Koppe, Kruse, Milcke, Metzler, Moll, Rempfel, Schöuer, Weisse

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Die Abstimmung und Erarbeitung einer gemeinsamen Perspektive für das kommende Board Meeting wird als wichtigster Punkt des Zusammentreffens gesehen. Für die Gossner Mission werden Hecker und Furthmüller nach Nepal fahren. DÜ wird durch Itty vertreten. DÜ und Gossner Mission werden im Austausch bleiben.

Barteczko-Schwedler berichtet über den Ist-Zustand des Nawal Parasi Projektes und die Hintergründe, die zur Schließung im August 84 führten. Es herrscht die Meinung vor, daß das UMN Headquarter über die Vorgänge im Projekt, gebunden an die Person Steve Erikson, informiert war, jedoch keine Konsequenzen gezogen hat. Für keines der Dorfentwicklungsprogramme liegt ein Agreement mit der Regierung vor. Es besteht der Eindruck, daß Al Schlorholtz die Agreement Verhandlungen, speziell auch für Nawal Parasi, nicht weiter geführt hat.

Metzler, der eben aus Nepal zurückkam, berichtet, daß sich die UMN ihrer Versäumnisse bewußt ist und sich nun um einen baldigen Abschluß der Agreements bemüht.

Bühler schlägt vor, daß für das nächste Board Meeting die Einrichtung einer Sondergruppe gefordert wird, die sich mit dem Verhältnis Missionsarbeit - Entwicklungsarbeit - Staat befaßt. Es erscheint wichtig, daß die UMN offenlegt wo sie mit ihrer Arbeit und Konzeption steht. Der Vorschlag findet allgemeine Zustimmung und wird von DÜ und Gossner Mission weiter verfolgt.

Im Blick auf die Projektarbeit wird allgemein betont, daß die UMN dem einzelnen Mitarbeiter (Expatriates) einen großen Freiraum gewährt und die Projekte daher stark von einzelnen Personen abhängen. Der Einfluß vom Head Office und Board wird als gering eingeschätzt. Darin wird jedoch auch ein strukturelles Problem gesehen. In diesem Zusammenhang wird generell die Auffassung vertreten, daß das 'Nachfolgeproblem' für Projektleiter und damit auch die Kontinuität der Projektkonzeption auch von unserer Seite mit angegangen werden sollte. Die Platzierung von Mitarbeitern nach dem 'Gießkannenprinzip' wird als wenig effektiv gesehen. Es wird ferner darauf hingewiesen, daß der jeweilige Projektleiter großen Einfluß auf die Auswahl seines Nachfolgers hat.

Bühler informiert kurz über die DÜ-Rahmen-O-Type, die 10 Vermittlungen vorsah, sowie über deren Hintergrund (Board Meeting 84). Vom Projektausschuß wurden nur 6 Stellen bewilligt, die inzwischen bereits vergeben sind. Kritische Kommentare kamen auch von FAKT und BfdW. Die Anfragen konnten geklärt werden.

Die Personalpolitik der UMN wird als äußerst unbefriedigend und schwierig dargestellt. Barteczko-Schwedler betont, daß jede einzelne Platzierung von Gossner Mitarbeitern persönlich mit der UMN ausgehandelt werden muß. Für die Rekrutierung von Nepalais - besonders auf mittlerer Ebene - existiert keine Struktur und geschieht per Zufall. Es wird jedoch ebenfalls gesehen, daß seitens infrage kommender Nepalais wenig Interesse an einer Mitarbeit bei der UMN besteht.

Langfristig gesehen erscheint es wichtig und anstrengenswert zu versuchen, ob strategische Punkte mit DÜ'lern oder Gossner Leuten besetzt werden können. Dabei sollten auch Verwaltungsstellen im Head Office in Betracht gezogen werden.

In diesem Zusammenhang wird darauf hingewiesen, daß die Kommunikation zwischen UMN und den Missionsgesellschaften viel enger und intensiver ist als mit den anwesenden Organisationen. Daher erfahren wir häufig zu spät über die anstehende Neubesetzung einzelner Stellen. Um sicher zu gehen, daß DÜ'ler oder Gossner Leute auch von der mittleren und oberen Ebene in der UMN-Struktur akzentriert werden, wird geraten, daß in Zukunft auch theologische Fragen bei der Auswahl von Entwicklungshelfern die nötige Beachtung finden.

Übereinstimmung besteht darüber, daß die Entwicklungsdiskussion vor allem auch von den ca. 200 UMN Mitarbeitern geführt werden muß. Innerhalb der Workers' Conference sollte ausführlich über das jeweilige Board Meeting informiert werden. Dieses Anliegen sollte beim kommenden Board Meeting vorgetragen werden.

Die Situation am Rural Development Centre in Pokhara wird nach Weggang von Stuart Clark als kritisch eingestuft. Nach wie vor wird das Centre von den einzelnen Projekten kaum in Anspruch genommen. Das RDC plant daher die Durchführung eigener Projekte. Generell wird dem RDC eine wichtige Stellung bei der weiteren Förderung der Dorfentwicklungsarbeit beigemessen und wird daher als strategischer Punkt eingestuft. Im Blick auf evtl. Personalvermittlungen ist festzuhalten, daß hohe fachliche Kompetenz, soziales Engagement und Flexibilität unabläßlich sind.

Metzler berichtet, daß der Technical Equipment Workshop von Butwal nach Pokhara / RDC verlegt wird. DCS in Butwal hat keine Leute mehr. Die technische Implementierung von Ideen/Anfragen, z.B. Anlage zum Trocknen von Äpfeln, findet derzeit nicht statt. Als Verstärkung für das RDC ist zunächst ein Food Technologist vorgesehen.

Im Blick auf das Surkeht-Projekt wird berichtet, daß der K-BIRD Plan wieder aktiviert wurde. Die Straße soll gebaut werden. Die UMN wurde erneut um die Einrichtung eines Ausbildungsworkshops gebeten. Lt. Metzler besteht bei der UMN durchaus Bereitschaft, auf das Vorhaben einzugehen. Diese Tendenz sollte beim Board Meeting gegengesteuert werden. Grundsätzlich gilt, daß die getroffenen Surkeht-Vereinbarungen nach wie vor Gültigkeit haben und für uns ein zweites UMN-Surkhet-Projekt nicht denkbar ist. Zur Klärung, was im Blick auf K-Bird läuft, soll Anhorn von BfdW um Informationen gebeten werden.

Abschließend weist Scheuer nochmals auf die Bedeutung von Koalitionspartnern hin und informiert über die Bemühungen des MCC. Auch von schweizer Seite gibt es Ansätze, die vom traditionellen Entwicklungshelfereinsatz abrücken und lediglich Kurzeinsätze und Projektbegleitung vorsehen. Dies wird zur Kenntnis genommen und generell bestätigt, daß die UMN nicht die einzige Partnerorganisation in Nepal bleiben müsse.

Moll

Moll

12.12.84



Dann hat die Kommission

(173)

BESCHLOSSEN: das folgende zusätzliche Gesuch für  
Uganda zu genehmigen und in das  
"Statement of Needs" 1983 aufzunehmen:

421206 Rehabilitationsproj.  
f.d.i.d. West-Nil-Ge-  
biet zurückkehrenden  
Flüchtlinge

Bis zu US\$ 52.000

### 5.2.3 Nepal

(174)

Dr. Hodne, der bis April 1983 Direktor der WD-Aussen-  
stelle in Indien war, hat im Auftrag des Direktors  
für Weltdienst Nepal besucht und leitete daher dieses  
zusätzliche Gesuch für Nepal ein. Das zusätzliche Gesuch  
liegt als Anlage 5.2.3 der Tagesordnung bei und die  
Details gehen aus dem Gesuch im "Statement of Needs"  
1984 für Nepal (Anlage 5.5) hervor.

(175)

Diskussionen über dieses Gesuch fanden im Zusammen-  
hang mit den neuen Hilfsprogrammen (5.3.1) statt  
und sind dort schriftlich festgehalten.

Die Kommission hat dann

(176)

BESCHLOSSEN: das folgende zusätzliche Gesuch für  
Nepal zu genehmigen und in das "Statement  
of Needs" 1983 aufzunehmen:

821600 Programmverwaltung US\$ 98.000

421601 Wassererschlies-  
sung Bis zu US\$ 98.000

421602 Seidenraupenzucht-  
projekte Bis zu US\$ 10.000

### 5.2.4 Stipendien f. Opfer der Apartheid

(177)

Dr. Bengu, der Referent für Studien und soziale  
Anliegen, leitete das zusätzliche Gesuch zu diesem  
Punkt ein (Anlage 5.2.4 der Tagesordnung). Mit Hilfe  
dieses Projektes könnten zwei Studenten finanziell  
zwei Jahre zur Fortsetzung ihres Studiums in einem  
englischsprachigen Land unterstützt werden.

Die Kommission hat

- (184) BESCHLOSSEN: das folgende zusätzliche Gesuch für Botsuana zu billigen und in das "Statement of Needs" 1983 aufzunehmen:

B

420201 Dukwi-Siedlung US\$ 130.000

### 5.3 Neue Hilfsprogramme

#### 5.3.1 Nepal - Programmvorschlag

- (185) Dr. Hodne legte seinen Vorschlag im Zusammenhang mit dem zusätzlichen Gesuch für 1983 (Anlage 5.2.3) und dem Nepal-Gesuch für das vorgeschlagenen "Statement of Needs" 1984 (Anlage 5.5) vor.

- (186) Ein Teilnehmer fragte, welche Kriterien der Weltdienst für die Durchführung eines neuen Programmes verwende. Er fragte auch, ob es in Kathmandu nicht einige logistische Probleme gebe. Der Direktor sagte, dass die zum Ausdruck gebrachten Bedürfnisse ein Hauptfaktor seien, dass aber auch die Einladung der Kirche, des Christenrates (in diesem Fall der "United Mission to Nepal", der grössten christlichen Organisation des Landes) oder der Regierung eine wichtige Rolle spielen.
- UMN = "United Mission to Nepal" d. NCF und sonstigen nep. Christen.*
- (187)

Ein Kommissionsmitglied erkundigte sich nach den Vermarktungsmöglichkeiten für die Produkte der Seidenraupenzucht. Es wurde darauf hingewiesen, dass der Markt für solche Produkte beträchtlich sei.

- (188) Ein anderer Teilnehmer fragte, warum der Weltdienst trotz der unbestreitbaren Bedürfnisse, eine Verwaltungsstruktur errichten muss, obwohl die "United Mission to Nepal" dort eine Administration hat und CDS-Projekte bereits dort stattgefunden haben. Könnte die Administration der "United Mission to Nepal" nicht gestärkt werden? Es wurde ihm geantwortet, dass der Weltdienst plant, dort seine Arbeit aufzunehmen, wo die "United Mission to Nepal" nicht anwesend ist und dass ausser drei Personen die Mitarbeiter Nepalesen sein werden. Es wurde auch erwähnt, dass der Weltdienst eine Einladung von der nepalesischen Regierung erhalten hat, was ziemlich ungewöhnlich ist, und die "United Mission to Nepal" den Weltdienst dazu ermutigte, diese anzunehmen.



- (189) Ein anderes Kommissionsmitglied fragte, wie die Wassererschliessung gehandhabt werde, besonders, da diese die Reisproduktion beeinflusst. Er fragte auch nach der Niederschlagsmenge. Es wurde darauf hingewiesen, dass die Nahrungsmittel für den Konsum an Ort und Stelle produziert werden sollen und dass Mais, Weizen und Reis dazu gehören. Es wurde berichtet, dass keine besonderen Angaben über die Niederschläge vorhanden seien, dass diese jedoch eingeholt werden.
- (190) Ein anderes Kommissionsmitglied fragte, ob eine Voraussage für mehrere Jahre geplant sei. Es wurde ihm geantwortet, dass eine gründliche Studie nötig sei. Diese soll Ende 1983 vorbereitet werden und sich mit den Details befassen.
- (191) Ein Teilnehmer war der Meinung, dass das Programm in kleinerem Rahmen begonnen werden sollte. Ein anderer Teilnehmer fragte, warum die vorgesehenen Kosten für die Programmdurchführung im Jahre 1983 höher seien als die für das Projekt selbst. Es wurde erwidert, dass die Anfangskosten höher sein werden, da Unterkünfte, Fahrzeuge usw. nötig sind.
- (192) Die Kommission genehmigte beide Gesuche unter der Voraussetzung, dass bei der Kommissionssitzung 1984 ein langfristigeres WD-Entwicklungsprogramm für Nepal vorgelegt wird. Die Beschlüsse zu diesen Punkten sind im Protokoll enthalten (s. auch Punkte 5.2.3 und 5.5).

### 5.3.2 Venezuela - Programmvorschlag

- (193) Pfarrer Peplinski legte einen Zwischenbericht über die Pläne betreffend die Ansiedlung von 100 zentralamerikanischen Flüchtlingsfamilien (Bauern) in Venezuela vor. Er erwähnte, dass Venezuela zur Zeit keine offene Einwanderung gestatte, er habe jedoch Erkundigungen beim Innenministerium eingeholt und beim Nationalen Agrarinstitut zu dieser Angelegenheit und habe das Gefühl, dass Regelungen für dieses bestimmte Ansiedlungsgesuch ausgearbeitet werden können. Was das Land betrifft, so wird darüber mit dem Institut verhandelt sowie mit lokalen Bauernvereinigungen, da bei diesen die Entscheidungsbefugnis für die Landverteilung liegt und nicht bei einer Zentralbehörde in Caracas. Die Ausschüsse haben positiv auf das Gesuch reagiert, da sehr viel Land zur Verfügung steht. Auf die erbetene Dokumentation muss wahrscheinlich noch einige Zeit gewartet werden. Die grossen Ansiedlungskosten sind auf den hohen Lebensstandard in Venezuela zurückzuführen. In dem Gebiet, das für die Ansiedlung in Frage kommt, gibt es bereits Asphaltstrassen, Elektrizität, Schulen und ein Gesundheitszentrum.

Aus :

LWS Related Agencies' Consultation,  
Febr. 13-14, 1984  
Centre Orthodoxe,  
37 Chemin de Chambésy, Genf

N E P A L

SERVICE AND ASSISTANCE IN AREAS OF NEED

A

B

PROGRAM IMPLEMENTATION AND COORDINATION

821600 Program Operations

\$ 102,000\*\*

SELF-HELP AND REHABILITATION

421601 Water Resources Development (WRD)

156,000\*\*\*

421602 Sericulture and Ericulture Project

25,000\*\*\*

CONTINGENCIES

421613 Provision for Emergencies

20,000\*\*

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\$ 102,000

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201,000

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## SUMMARY BACKGROUND TO PROGRAM

### Area of Service

Nepal is a unique country, with the overwhelming nature of the Himalaya area, the temples, the colorful festivals, the fascinating inhabitants and their philosophical tendency, aspiring higher values. It is a country invoking feelings of sympathy. One is therefore distressed when observing that the country is struggling with seemingly growing problems. The increasing population (at a growth rate of 2.6% per year) puts heavy pressure on land and food production. The need for increased food production leads to the cultivation of marginal lands, to deforestation, to erosion, landslides, floods and the silting of the riverbeds in their downstream course. While the Nepalese spiritual values remain strong, the overall material situation is deteriorating.

The Kingdom, with its estimated population of 15 million, is sandwiched between China and India. It has the shape of a large rectangle, covering about 800 km. from east to west, and varies between 90 to 230 km. from north to south. The country has a varied landscape and climate. In the north the Himalayas, with an arctic and tundra climate are at an altitude of 3,500 to 8,848 m. (Mt. Everest being the highest point). The central hills, or Inner Himalaya, with an altitude from 1,000 to 3,500 m., has a subtropical climate which becomes a more moderate climate at higher altitudes, and is influenced by the yearly monsoon coming from the Bay of Bengal. The Terai is an extension of the Gangetic Plain of the Ganges river, with a tropical climate, dense monsoon forests, marshlands and savannah in the west.

The fact that socioeconomic development in Nepal takes place at a very slow pace is not astonishing. The infrastructure is inadequate; transport and communication problems are enormous. Quite often technical staff has to trek 6 days in order to work one day. Construction materials and equipment have to be carried in on people's backs. Also, the country is landlocked, so many projects are delayed, waiting for construction material that comes through the port of Calcutta, India.

Other factors hampering the socioeconomic development of the country which may be mentioned are the caste system, insufficient educational opportunities, ethnic favoritism and the inefficiency of the official bureaucracy.

Agriculture is the most important sector of the national economy. It contributes to 60% of the gross national product and accounts for 86% of the income from exports as well as employs about 95% of the active population. The 1982 harvests, however, were low (1.4 million tons of rice), while total annual cereal consumption is estimated at 2.4 million tons. Drought is partly the reason for this situation.

The government has announced some measures to stimulate industrial development with foreign capital through investment in joint ventures. The only sector that showed an important growth over the last ten years - the tourist industry - has shown a decline during 1982. Worldwide economic trends largely account for this.

The enormous national potential for hydro-electric power cannot be exploited on a large scale, due to a lack of clarity with neighboring states about the control of water from the rivers that rise in Nepal. The fact that the Minister of Foreign Affairs also holds the portfolio of "Water Resources", may be an indicator of the importance the Nepalese government is attaching to this matter. It is estimated that 64% of the total recurrent costs in the various development sectors is financed by foreign assistance.

An important aspect of the sixth national development Plan (1980- 1985) is the change in government structures that is to come into effect. This involves a decentralization of power from the central to district level and increased power for the panchayat system (a panchayat is the governing councils structure which exists from the village to the national level and is composed of appointed and elected members). The central "Kathmandu Power" is for many rural people an anonymous entity, out of reach and not easily be influenced. As a result of decentralization, people feel that they will be able to pursue their interests on a district level, through civil servants who can be reached, thus providing a better possibility for them to become more directly involved in the development process.

### Program History

The LWS Nepal program only began in the latter half of 1983. It was upon the invitation of the Nepalese Government that LWS explored possibilities to open up a program in that country. The interest from the government was largely due to the success of the LWS India program, known to several Nepalese government officials. After an initial period of surveying and negotiating, an official agreement between LWS and the Social Service National Coordination Council was expected to be signed shortly before the end of 1983. This Council has been established by the government to deal with non-governmental organizations (NGOs), local as well as international, on behalf of the government.

While in this Hindu Kingdom there is no Christian Council, LWS has consulted with and received endorsement from the United Mission to Nepal (UMN), before starting the LWS program. Created in 1954, the UMN is today composed of some 29 member bodies from a dozen different denominations and churches and is actively involved in development work in Nepal.

### Overall Program Priorities and Objectives

While initially the LWS survey team had proposed the implementation of integrated rural development schemes in two districts, His Majesty's Government officials cautioned against such an approach. With the slow moving and complex bureaucracy, it was felt that it might take quite long before such a proposal could be administratively cleared and be ready for implementation, as one would have to deal with many departments and ministries at the same time. On the advice of the government officials, LWS then narrowed the scope of its activities to water development and seri- and eri-culture in two different districts. While water development is the number one priority in most of the districts, the government is very keen to use LWS' longtime experience in seri- and ericulture from its India and Bangladesh programs, since this type of cottage industry is hardly known in Nepal. Through these efforts, LWS hopes to be able to assist a portion of Nepal's population in



their own development, with a special concern for women and the more destitute sections of the society.

#### Planning, Management, Coordination and Participation

While on the national level LWS has no direct operational counterpart, the situation is different in the field. It is the policy of the government that foreign NGOs collaborate with local counterpart agencies. The Social Service National Coordination Council is to advise and stimulate such collaboration. By the end of 1983, LWS was negotiating with the Nepal Red Cross Society and the Nepal Women's Organization, respectively concerning agreements for the implementation of the water development and the sericulture projects.

In the field of water development especially, governmental policy guidelines exist and are incorporated into the plans and operation of LWS projects. While initial proposals for the sites of water development projects came from the district development office, the final selection was made by the LWS survey team, following a set of internally-developed selection criteria. The feasibility of a project site depends on factors such as the motivation of the local people, community interest in developing water-related activities, clearly defined water use rights and a willingness on the part of the local people to provide voluntary labor during the construction phase and be trained for post-construction maintenance work. Before implementation can start, final clearance for the selected sites is necessary from the district development office. In its activities, the LWS Nepal program will utilize local, experienced personnel to the extent available, for the implementation of its projects.

#### Future LWS Involvement and Promotion of Self-Reliance

While both projects in this proposed program will require at least a two-to four-year implementation period, future LWS involvement in these activities or others, will depend to a large extent on how effectively LWS can function in the present socioeconomic situation in the country. With the almost nonexistent health care infrastructure, underdeveloped irrigation facilities, very high illiteracy rates, poor drinking water situation and ongoing degradation of the environment, there is a great potential for voluntary agency activities. This situation prevails throughout the country, with its many completely remote and isolated areas.

### Total Program Resources Administered in 1983

#### Program Funds:

LWS

Other sources

#### Donated Commodities:

LWS

Other Sources

#### Emergency Operations:

Cash

Material Relief

Total

-----  
\$  
=====

### Estimated Program Resources to be Administered in 1984, 1985 and 1986

	1984	1985	1986
LWS	332,000	303,000	372,000
Other sources	52,000	52,000	52,000
	-----	-----	-----
Total	\$ 384,000	355,000	424,000
	=====	=====	=====

### SERVICE AND ASSISTANCE IN AREAS OF NEED

#### PROGRAM IMPLEMENTATION AND COORDINATION

#### 821600 Program Operations

\$ 102,000\*\*

The LWS field office in Kathmandu administers the projects located in Baglung District, west and east from the capital. The long distances from Kathmandu to these projects, necessitates a great deal of autonomy on the part of the project coordinators in the field with regard to implementation. The field office in the capital deals with maintaining contact with the relevant government departments, staying in close touch with the Social Service National Coordination Council, and engaging in further project planning, reporting, the procurement of supplies, contacts with other voluntary agencies and UN agencies. To carry out these tasks, the office is staffed with a representative, a locally-employed program administrator, a bookkeeper, a clerk/typist, and other support personnel.

The funds requested are to cover the salaries and allowances of the representative, the program administrator and other personnel as well as office operations, rent, insurance, travel and transport, etc.



## SELF-HELP AND REHABILITATION

421601 Water Resources Development (WRD)

\$ 156,000\*\*\*

### Area of Service

Baglung District, situated in the western development region, is one of several districts in the Dhaulagiri zone. The nearest road from the district headquarters, is a two-day walk. The district is fairly long, covering an area of 2,153 sq. kms. and an altitude ranging from 800 to over 7000 meters. The climate is subtropical, changing to a moderate climate at higher altitudes and an alpine climate above 4,500 meters. The average minimum temperature is 16 C. and the average maximum is 28 C. The annual rainfall is around 1,060 mm.

The district, divided into 62 village panchayats, has an estimated population of 205,000, out of which 97% is engaged in agriculture, forestry and fishing. According to information available from the government's district profile, an area of 12,800 hectares is under cultivation whereas only 260 hectares (2%) has assured irrigation facilities. Only six drinking water projects, built with regional or national assistance, have been constructed and they benefit only 7.3% of the total population (approx. 15,000 people). As a result, more than 90% of the population depend on other sources such as rivers, streams, open wells, springs and dirty ponds for drinking purposes. Since latrines are unknown in most places, most surface water is heavily contaminated.

### Project History

His Majesty's Government of Nepal asked LWS to initiate a water development project in Baglung District, because of the pressing needs in the area, where such development was hitherto virtually unknown. A feasibility study was launched in October 1983. The final project proposal was endorsed by the government, after which implementation was expected to begin towards the end of 1983. During 1984 the first four projects, three involving drinking water supply and one involving the rehabilitation of an irrigation canal, are to be started. The improvement of the irrigation scheme is planned to continue into 1985.

### Specific Project Priorities and Objectives

The project plans for water resources development center around the following activities:

- drinking water supply projects on the basis of gravity flow systems,
- small-scale, open canal, hill irrigation schemes, and
- water-related activities, such as environmental sanitation, basic hygiene, nutrition, re-forestation and erosion control.

The plan was developed with a view towards intensifying and diversifying these projects in the coming years. The main criteria for selection is that communities should previously have expressed their needs through a request

to the district government for technical and financial support for realizing a water development project. The selected communities should also be highly motivated to participate in the realization of their project and be willing to organize themselves for the tasks related to the maintenance of the project.

The LWS survey team found a serious shortage of clean drinking water in the area. During the rainy season, water is mixed with all kinds of dirt which causes a high ration of people suffering from intestinal diseases during that period. In the dry season, many water sources dry up, especially where the source area has been cleared of trees, forcing the villagers to walk long distances to fetch drinking water, or forcing them to use highly contaminated water from nearby ponds and open wells.

Clean water sources are generally found in forests on the tops of hills several kilometers from and above the villages. The supply systems would be built on the gravity-flow principle, a very common technique in hilly Nepal, and one for which the construction and upkeep is relatively simple and cheap.

About 3,000 people are expected to benefit from the water supply projects carried out during 1984. At least another 3,000 people should benefit from clean drinking water by the end of 1985. The target area will be west of the Baglung District headquarters, because this area is found to be the least developed part of the district. The people in this area are highly motivated to participate in the project.

Irrigating cultivated land in the hills is quite difficult, mainly due to a shortage of sufficient water during the dry season and the instability of the hills in many places. It is therefore planned to improve local canals in order to reduce their erosive effect and to construct a few canals in the gently sloping areas.

Another difficult aspect in hill irrigation projects is community participation. Landowners and landless laborers may have very different opinions about the supply of free labor. LWS support towards irrigation projects will therefore focus mainly on the small land holders and will place much emphasis on people's participation.

In several places throughout the country, water development schemes are functioning improperly or brake down within months after completion. A major objective is to convey basic knowledge and instill a sense of communal responsibility towards the proper and optimal use of these systems. Therefore, training and educational sessions on the technical maintenance and proper operation of the system will be given much attention. This training will also deal with water-related activities, such as environmental sanitation, basic hygiene, nutrition and afforestation.

#### Planning, Management, Coordination and Participation

The LWS water development project will work in close collaboration with the district government (district panchayat) and the village leaders, thus following the national development policy. The important, recently-passed "Decentralization Act 2039" favors local decision-making and participation.



The local partner for LWS in this project is the Nepal Red Cross Society's Baglung Branch. The Red Cross will provide guidance and share some of the administrative responsibility for the projects.

All water development projects will be managed and supervised from the LWS office at Baglung, which is operated with technical, social and administrative personnel under the management of an expatriate engineer. Site selection, within the given criteria, will be done by a selection committee, consisting of members from the district government, the Nepal Red Cross Society and LWS. A water development committee (WDC) will then be formed at each site with members from the local population. This committee is to receive legal status within the village panchayat, the lowest level of the panchayat system, in accordance with the Decentralization Act. The water development committee is responsible for organizing the community during and after the construction phase. About 20% to 30% of the total amount estimated for construction will be contributed by the beneficiaries, while the remaining 70% to 80% of direct inputs will be carried by LWS.

Specific training will be given to village maintenance workers and WDC members on the technical maintenance and proper operation of the system. More general educational sessions, lectures and practical activities will be conducted for all beneficiaries on water-related matters such as hygiene-sanitation, nutrition and afforestation.

Before construction starts, a project agreement will be formulated wherein all duties and responsibilities will be clarified for all parties concerned. After the construction phase the project will be handed over at the appropriate time to the water development committee under close supervision of the district government.

#### Future LWS Involvement and Promotion of Self-Reliance

The great need for clean drinking water and assured irrigation facilities is felt very strongly by the rural communities and the government. It is planned to continue assisting the communities and the district government in rural Baglung in the realization of water development projects throughout the district and to strengthen the ability of the local structures to

follow-up on the technical and sanitary upkeep of the schemes. While becoming engaged in the development process of the district, LWS should be open to consider supporting other felt needs as expressed by the people. Development of water resources may require a follow-up with latrines, vegetable gardens or forestry projects. With this in perspective, LWS may be involved for several more years.

### Cost Breakdown of Current Request

Supervision and Implementation	\$ 54,000
Office Operation and Staff Quarters	3,500
Travel	1,500
Drinking water supply	40,000
Irrigation schemes	45,000
Water-related activities	7,000
Contingency	5,000
	-----
Total	\$ 156,000
	=====

### Estimated Program Resources to be Administered in 1984, 1985 and 1986 (Water Resources Development)

	<u>1984</u>	<u>1985</u>	<u>1986</u>
LWS	135,000	156,000	158,000
Other Sources	50,000	50,000	50,000
	-----	-----	-----
	185,000	206,000	208,000
	=====	=====	=====

Note: For the water development activities, -- drinking water, irrigation and water-related activities -- as indicated, about 25% will be of the total costs contributed by the beneficiaries.

### 421602 Sericulture and Ericulture Project

\$ 25,000\*\*\*

The project request below is provisional as a more detailed survey of the area may affect the scope of the project.

#### Area of Service

The development of this project is taking place in Ilam district of which is situated in Mechi zone of the Eastern Development Region and borders to the east with the West Bengal State of India. The total area of the district is about 1,570 sq. kms. and its altitude ranges from 510 meters to 3,679 meters. The climate is generally sub-tropical and temperate with the average temperature ranging from a minimum of about 12 degrees C. to about 21 degrees C. The average rainfall is around 1,329 mm.

Ilam district is divided into 41 village panchayats and has an estimated population (1980) of 161,800. Out of the economically active population, about 90% is engaged in agriculture, forestry and fishing. The district headquarters, Ilam, can be reached by road (accessible by vehicles) either from the eastern border with India or from the southern Terai area.



### Project History

Under the Ministry of Agriculture, His Majesty's Government of Nepal introduced sericulture to Nepal under a bilateral aid project with the Republic of Korea. In 1974, the Industrial Entomology Project was established in Khopasi, some 30 kms. east of Kathmandu. This research and training center has a laboratory, sericulture and ericulture rearing facilities, reeling machines and provides mulberry saplings and disease free layings (DFLs) to interested farmers.

Although the center has had an impact on sericulture in neighboring villages, it has not been able to reach out to more remote areas. Adequate staff and facilities to set up sub-centers are lacking.

With the long-standing experience LWS has gained from its sericulture projects in India and Bangladesh, the Nepalese authorities took a keen interest in developing similar projects in Nepal with LWS assistance. Contacts with the center at Khopasi have indicated a great interest in collaboration with LWS in setting up a sericulture project in Ilam. Survey work and project proposals for this project were finalized at the end of 1983, in collaboration with experienced sericulture staff from the LWS India program. Some of the district authorities visited the LWS sericulture center in Siliguri (West Bengal), that can be easily reached from Ilam. The project will begin to be implemented in 1984, under a general agreement with the Social Service National Coordination Council.

### Specific Project Priorities and Objectives

With a view toward increasing the family incomes of the people in a given area, it is planned to promote sericulture and ericulture in the District of Ilam. The project will be planned and implemented in collaboration with technical staff of the LWS India program and in accordance with methods and specifications that have been developed over the years.

The sericulture project is drawn up to be implemented in three phases during 1984, 1985 and 1986. During the period careful evaluation will be undertaken to determine the success and economic viability of the activities. These indications should help decide on where continuation or expansion should take place in the future. The objectives for this project can be summarized as follows:

- Phase I (1984):
- establishment of demonstration-cum-training center (DTC),
  - construction of infrastructure such as an office building, rearing house, accommodation for staff and trainees and water supply,
  - preparation of 1.5 acres (0.6 hectares) of land for mulberry plantations;

- Phase II (1985):
- starting up silkworm rearing at the DTC,
  - introduction of a farmers' program, i.e. site selection and training,
  - bring farmers' land under cultivation in a cluster consisting of three nearby villages (in the first year 0.75 ha. will be used for mulberry plantations and in the second year, 1986, it will be extended),
  - construction of rearing houses in the villages;
- Phase III (1986):
- implementation of rearing by the farmers under the close supervision of the DTC extension workers,
  - establishment of a reeling house at the DTC and production of silk yarn, and
  - extension of the farmers' program.

When the facilities of the center and extension staff have been established, it may also be possible to introduce ericulture. Ericulture is the cultivation of castor plants (*ricinus communis*), the rearing of eri worms and the spinning of their cocoons. Castor plants can easily be grown on "waste" land. The rearing of eri worms is simple and requires little skill. Also the cocoons can be spun like cotton and require no de-reeling. Eri silk is much cheaper than the pure silk from sericulture. Though less of a cash crop, it is excellent for local use. According to technicians, ericulture should only be introduced after farmers have acquired skill in sericulture, so as not to introduce methods that are not applicable for sericulture and which may become habits that are difficult to alter later on.

#### Planning, Management, Coordination and Participation

The sericulture project will be implemented by LWS in direct collaboration with the Women's Development Coordination Committee and structured into a local cooperative to be registered at the Chamber of Commerce. The Women's Development Coordination Committee is an organizational structure of the Social Service National Coordination Council, LWS' local partner in Nepal.

For the establishment of the demonstration-cum-training center and the initiation of the farmers' program, technical support staff from the LWS India program will be made available. This coincides with the phasing out of LWS sericulture projects in West Bengal during 1984. During the initial period, a Nepalese agricultural graduate will be trained in India to take over a project manager in the future. Extension workers will be recruited from the district and receive training on the job and at the Khopasi sericulture center near Kathmandu.

Land for the demonstration-cum-training center will be made available by the district. A suitable site was selected some three kilometers from the Ilam district headquarters. The authorities also promised to provide local building materials for the center's infrastructure.

Saplings for the establishment of the mulberry plantations can be obtained from Khopasi. Although disease free layings can also be obtained here, the 600 km. distance to be covered to reach Ilam may make this undertaking



somewhat hazardous. Nearby Kalimpong in India may be a better source for the supply of bi-voltine eggs. The Khopasi sericulture center has also been requested to act as an advisor to the project.

#### Future LWS Involvement and Promotion of Self-Reliance

Although surrounded by silk producing countries, such as India and China, Nepal has no tradition of sericulture. The experiences of farmers programs for sericulture in nearby West Bengal have proven sericulture to be a profitable cash crop, requiring only limited investments in capital, soil and labor. Attentive care and skill are required, however, during the different stages from mulberry plantings to silk yarn.

It is only through the development of this project, with its practical demonstrations and facilities for training, that farmers may have a chance to undertake this activity. The success of the project and the collaboration of the local authorities will be determining factors for future LWS involvement in this field.

#### Cost Breakdown of Current Request

Supervision and Implementation	\$ 7,000
Office Operation and Staff Housing	1,500
Plantation, Rearing and Maintenance	
Demonstration/Training Center	1,500
Farmers' Program	10,500
Training Program	2,000
Travel	1,500
Contingency	1,000
	-----
	\$ 25,000
	=====

The above cost breakdown does not include the free labor provided by the farmers in establishing the mulberry plantations and the construction of the rearing house. The value of these contributions is estimated as follows:

Mulberry Plantations (0.75 ha.)	\$ 1,500
Construction Work	500
	-----
Total	\$ 2,000

## CONTINGENCIES

### 421613 Provision for Emergencies

\$ 20,000\*\*

Towards the end of the rainy season especially, floods and particularly landslides, cause many casualties and material damage in Nepal. In Baglung district for instance, where LWS carries out water resources development projects, more than hundred deaths were counted in 1983, caused by landslides and people drowning in suddenly rising rivers. The Nepal Red Cross Society has made a request through the League of Red Cross Societies to provide aid to the many victims of devastating floods in the Terai area. Droughts and earthquakes are other kinds of disasters that occasionally occur.

The funds requested under this heading would enable the LWS field office in Kathmandu to support the emergency relief work of local agencies, such as the Nepal Red Cross Society, through its branches in areas where LWS is working.



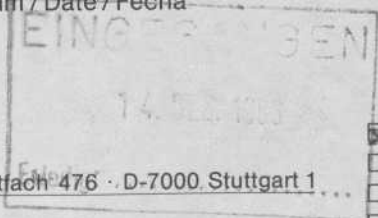
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das deutsche Rote Kreuz ist ~~mit~~ <sup>an</sup> einem Engagement  
mit dem nepal. " " zurückgetreten aus, weil es  
so korrupt ist. (Sie wollten in die über. Flüchtlings-  
hilfe eintraten).

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12. Dezember 1983

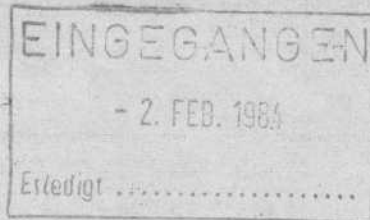
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- ☐ Rücksprache / consultation / consultación
- ☐ Rückgabe / return / renvoi / devolución
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- ☐ \_\_\_\_\_

Mit freundlichen Grüßen / With kind regards  
Avec les meilleurs compliments / Muy atentamente

*H. Knoll*





30.1.84

Fr. B. Barteczko-Schwedler  
Herrn Bühler /Klein  
Herrn Milcke

BROT FÜR DIE WELT  
Diakonische Arbeitsgemeinschaft  
Evangelischer Kirchen in Deutschland  
7. Stuttgart, Stoffenbergstraße 76  
Postfach 476

Liebe Freunde,

Das Treffen der Ad-Hoc-Gruppe "Nepal" findet, wie vereinbart, am  
Donnerstag, den 9. Febr., 10.00 h  
im Kleinen Saal des Diakonischen Werkes

statt.

Als Anlage sende ich Ihnen einige Unterlagen zum "Einmarsch des LWS in Nepal". Die Regierung hatte ihn erbeten...

Bis bald,

Ihr

*R. Kruse*

Rainer Kruse

# UNITED MISSION SURKHET PROJECT

A Project under the Economic Development Board of UMN

C/o UMN-Headquarters  
P. O. Box 126  
Kathmandu / Nepal  
Phone : 14457  
Cable : UMNEPA

*Mi zur Info  
dann bitte zurück*

Eingegangen
25. NOV. 1983
Von <i>[Signature]</i>

Badichaur  
Surkhet District  
Mid Western  
Development Region

Date: 4/ II. 1983  
BfdW

--allo Ihr Lieben !

Ich möchte noch ein paar deutsche Zeilen beifügen um vielleicht das Bild abzurunden.

Zumindest bei der Benennung des Projektes zäumen wir ja wohl am Schwanz auf-der offizielle Name ist nun also wie im Briefkopf. Wenigstens gibt mir die nichtvorhandene Industrie gute Luft zum Atmen ...

Unser "Agreement" liegt hauptsächlich deswegen still da beim vielen Hin- und Herschieben ein Papier verloren ging-nun sind alle am Suchen-oder auch nicht! So geht das nun eben-ich kann ja nicht wohl dabei helfen!? Trotzdem besteht ja doch die Hoffnung eines Tages "offiziell" zu werden. Eine grosse Gruppe unserer Distrikt-politiker wird in ein paar Tagen auf Ihrem Rückweg bei uns hier durchkommen-wenns klappt wollen wir etwas über unseren Approach und mögliche Zusammenarbeit reden. Der derzeitige LDO liess erkennen dass er gerne etwas mehr über uns wüsste-wahrscheinlich berechtigter Weise, allerdings ist er der 3. oder gar 4. auf diesem Postenseit unserer Ankunft. Wie soll ich da Verbindung halten oder gar gemeinsam arbeiten?

Unser Landwirt hat also angefangen und ich erhoffe mit viel Hilfe von ihm, da er doch eben Nepali ist und natürlicheren Umgang mit seinen Landsleuten hat. Der Soziologe war wirklich eine Enttäuschung bzw. eigentlich mehr der andere Landwirtkollege. Für ca 5000.-RS würde ich vermutlich aber genauso gehandelt haben und eben einen schönen Kathmandujob mit USAID angenommen haben. Zusätzlich mehr oder weniger eine Studienplatzgarantie in den US-was will ein Nepali mehr? Sicherlich sollte Geld nicht das einzige Kriterium sein, wenn ein Arzt hier aber weniger verdient (ca. 2500.-) dann wird das schon fraglich. Die Inflation blüht!

Rainer fragt bezüglich einer möglichen Verlängerung. Derzeit ist unser wesentliches Limit unsere Esther, die ins Schulalter kommen wird. Sie wurde gerade 4 Jahre, es bleibt also noch Zeit. Unsere derzeitige Vertragszeit läuft bis 2/85. Wir wollen sehen wie sich die Dinge entwickeln. Gerhard Honold von der Gossner wird ja im Februar hier anfangen - er hat den richtigen Approach und wir wollen sehen wie sich die Praxis anlässt. Mit einem Nepali Nachfolger sieht es derzeit nicht gut aus. (s.o.)

In zwei Tagen ist Tiha Festival und "alle Welt" wird sich betrinken- das sind die echten "constraints" hier, sowie die vielen bösen Geister und seltsamen Glauben. Bei dieser Art "Sozialarbeit" gehts nun mal langsam und wir hoffen dass eben doch mal was hängen bleibt. Ein Bauer im Bairischen Wald braucht vielleicht auch etwas länger eine neue Idee aufzugreifen! Wobei sein System vielleicht im Endeffekt gar nicht so schlecht war. Doch nun wird wieder schon wieder philo'isch.

Seid herzlich gegrüsst - Danke für die Post und Eure Unterstützung! Bitte teilt Eure Reisepläne rechtzeitig mit-falls jemand mal wider die Jungelgefahren kommen wollte!

Dsh....

*Eure Martin + Inge*



# UNITED MISSION SURKHET PROJECT

A Project under the Economic Development Board of UMN

C/o UMN-Headquarters  
P. O. Box 126  
Kathmandu / Nepal  
Phone : 14457  
Cable : UMNEPA

Eingegangen	Badichaur
25. NOV. 1983	Surkhet District
	Mid Western
	Development Region
Vm. ml	Date : 2.II.83

Dear Ms.Moll,

Just to share a few events which happened during the past few months in and around our Project. Since you certainly recieved a verbal report from Helmut Milke, the attached papers will supplement and add a little.

The half-yearly report was written for our Planning and Management Committee and gives you the major happenings until September. Since then our Nepali Agriculturist has arrived "in the jungle" and is fixing his house at present. Since he has some experience in irrigation and interest in Rural Development, I hope that he will be a great help to all out here. The expected Sociologist did not start with us, partly as we could not and cannot compete with the high salaries paid by Aid Organisations. Although we are slightly above Govt. Salary Scales, it is extremely hard to attract somebody to working in a "truly rural situation". We will continue to search for appropriate people and hope to be successful in the future.

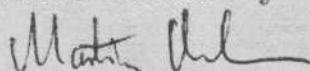
Stu Clark's report gives you one more person's view on "adichaur and its people and potential. At present this is one way of getting ideas and help through related projects and Organisations. Our study on the feasibility of irrigation has not yet been released, so I can't send you this paper which anyhow will be of a more technical nature.

I am not sure if you recieved my paper on "Long-Term Plans" prepared for the February meetings. I am attaching one copy. We don't just write papers but also demonstrate soapmaking, rabbit raising, compost-making, kitchen gardening and more small things related to a possible betterment of the total situation. People are getting used to us and there are always observers and questions. The pace we are going is not to be called fast, but we hope that eventually changes will come from the people. It is hard to evaluate the grade of cooperation but we hope to soon get a few groups together to discussing common issues and problems.

Our agreement with HMG is still pending and with the Nomination of new Ministers, there was a "slow-down" in the process. We are confident that the process continues and results in a soon conclusion.

This for now - since it is already November I might as well include my best wishes for Christmas and New Year! May our God bless us!

Yours sincerely



Martin Anhorn

cc. Al Schlörholtz/EDS

SURKHET INDUSTRIAL CENTRE  
(Planning Stage)

Long Term Plans

1. Introduction

The long term planning of this project at this stage can only be based on assumptions as far as possible. Since there are no ongoing activities yet it would be wrong to go into detailed descriptions of plans and ideas. Therefore the following can be seen as a general idea behind the project with the aim to give guidance and criteria for its future evolution.

2. Project Description

Activities and programs under the project should be preferably based on communities and groups. Preference should be given to needy and cooperative groups. The project generally seeks to be open towards any need within its scope and feasibility.

With the poor infrastructural services (roads, transportation) and undeveloped markets, one logical step in any activity is to base it on locally available resources (raw materials, transport, markets, labour, energy etc.). This could for example mean involvement in:

- irrigation and agriculture with farming equipment
- forest based products and activities
- water power based activities (post harvest, energy, processing etc.)
- building materials etc.

The scope is in fact big and a selection will have to take place not to spread oneself too thin.

With CVID and K-BIRD aiming to supply trained manpower through various formal training courses such as carpenters, weavers, electrician, potters, metal workers, village technicians etc. the project should not duplicate these trades. This was also mutually agreed upon with the Department. This means rather to chose an informal teaching method and again based on the practical local needs.

3. Objectives

The purpose of SIC shall be to initiate and support economic development efforts in the far Western Development region with the following objectives:

- a) Set up a base for small scale industrial development and training.
- b) Stimulate small scale industries and cottage industries in the area.
- c) Promote industrial development through production-cum-training.
- d) Provide on-the-job training and in-service training on various levels etc. in the fields of cottage industries, small scale industries and construction.
- e) Promote apprenticeship training in co-operation with Butwal Technical Institute as local industries and facilities develop.



- f) Adjust training efforts towards the requirements of the hill areas and local needs.
- g) Institute, establish and operate other services and programs which may be found beneficial for the industrial and general economic development.
- h) Promote technology which is appropriate for the hill areas of West Nepal.
- i) Assist and support Rural Development activities in the surrounding area.
- j) In co-operation with other agencies aim on a multi-dimensional approach to development in accordance with K-BIRD Plans.

#### 4. Strategy/Approach

After the initial contact with the group or community a plan of action should be formulated based upon the felt and expressed needs of the people. Low risk activities might be used for motivation and to test the stage of group development. This is also the time to build relationships and trust.

As far as possible planning processes and decision making should involve local people and these processes be used as educational and training opportunities. (Village Management). With the understanding and awareness of the people involved the program then should be geared towards action and implemented with its various inputs.

All this is done to distribute benefits and responsibilities amongst all group members and to enclose weaker members as well.

#### 4. Inter-relationships

Informal contacts with various Agencies and Government Officials have been made and this will continue and even need closer relations whenever programs are being designed for their approval. There might be need for individual agreements for the various activities.

#### 5. Research and Development

There are no plans at present to have special research programs but there will be scope for investigations, trials etc. Major activities in this field would probably be referred to DCS and/or other support Agencies.

#### 6. Achievement monitoring/evaluation

Reports, studies and their results will give the base for evaluations while monitoring will be an ongoing process over the lengths of the project.

#### 7. Personnel/Training

The need for personnel will have to be seen in the light of the developments to come and will depend on the scope and area of the project as well as the major fields of involvement. The long term plan at this stage do not envisage a big number of expatriates to be permanently working in the project. The number would probably be kept as low as 4-6 people.

Martin Anhorn

Project Director

February, 1983.

## UNITED MISSION SURKHET PROJECT

### Half-Yearly Progress Report for March to September 1983

The past six months have been filled with a good mixture of travel, fun, worries, fellowship, learning and sharing. As this Project aims at a multidimensional approach to development, we had to watch that the dimensions would not grow too big and out of our control.

With four trips to Kathmandu, one to Butwal/Andhikhola, one tour to India and eight trips from Surkhet to Badichaur, the time spent "on the trail, in air and in town" has been considerable and although necessary at this stage, was not always easy for our family and the continuity of work.

In March we spent six days in Hyderabad where we studied "CROSS", a Rural Development Program which implements their "bottom-up" approach with a huge population of Harijans and other discriminated groups in Andhra Pradesh. We also combined some relaxed and refreshing holidays in South India during March.

April was a month of visitors and studies. Mr. Mielke from BfdW was eager enough to take the hardship of a two-days-visit to Badichaur. We had a good time of discussions and sharing, and he could see the area and support our selection and approach.

Ernie Thiessen paid a ten-days visit with the task to advise on a possible irrigation scheme. He did a feasibility study for us with a positive outcome towards the technical aspects. We also received the results of a similar study done at about the same time, from HMG which is nonfeasible.

In May the preparatory work for our move from Itram to Badichaur began with all the details of packing and arranging for porters.

During June, the need for meeting potential Project Staff arose and there was hope after interviews with a Nepali Sociologist and Agriculturist to putting together a team of knowledgeable and concerned people. As per today we know that our search will have to continue.

July 7<sup>th</sup> marks the "day zero" for the Project Base, when we moved into the office and our home in Badichaur. The help of the local people needs mentioning even though they had decided two days earlier than planned to take 20 porter loads instead of only 9. Much sweat was lost during these trips, which were partly done at night, to avoid the tremendous heat during daytime. Settling into Badichaur meant building simple commodities such as a toilet, screening, a watertank, washplace and a cooking stove etc. This was also the time for sharing ideas and thoughts with the local people along with getting acquainted and used to each other.

There are so many things which we do differently! "How is it sitting at a table?" and "What a good thing getting no smoke into the eyes! Where does the electricity come from and can you give us medical treatment?" These and more remarks and questions meant a time of learning and careful explanation. Not to raise false expectations but to demonstrate our seriousness and intention.



A visit by Gerhard Honold ( presently LOP) gave us the opportunity for discussion and sharing of ideas with an "outsider and newcomer". The first trials with vegetable gardening and fodder trees were started with his help.

The sickness of Daniel forced us to retreat to Surkhet and seek medical help there during the last week of July. Stu Clark arrived at the same time from Kathmandu, when the Doctors advised to get proper medical checks done in Kathmandu. So our family was split again and Stu was taken to the village. The number of potential "advisers" has therefore increased and we hope for even more fruitful exchanges and talks in the future.

#### Progress:

Although things have been moving slowly, they have moved steadily. With the chosen approach, the main objective at this stage is to get to know people and building up a good relationship. Our chosen base, which is one office room and our home, is located at a very "strategic" point of the village. Our landlord is a recognised man and an influential person too. He has been very helpful and he seems to communicate well with other villagers. Having this person assist us means a lot and will hopefully benefit all. We have a good understanding with people so far and enjoy being accepted in the village.

There has been no attempt yet to setting up a regular meeting pattern, since there needs to be more study on the existing structure.

With survey teams coming in, there have been some discussions with regards to irrigation and drinking water schemes. Other possible activities (e.g. mills, agriculture, cottage industries) have been mentioned, but we try to keep the level of expectations low.

On the local political level there have been informal visits with the LDO and the Chairman of the District, who also sent a letter requesting the local Panchayat to assist us when getting started. We are keeping in touch with K-BIRD and other Development Agencies as well as with the local Authorities. Our Government Agreement for the Project is still pending.

There have been talks with K-BIRD Officials in cooperating with their plans for a drinking water scheme in Badichaur. This too is pending.

Local people have been approaching us for medical help. In some cases we had to refer them to the District Hospital in Surkhet.

Two out of four rabbits survived the heat and transport although breeding still awaits success. Rabbit breeding is hoped to be a small village program if accepted by the people.

The major constraints have been the difficulty knowing how to respond to people, how much to trust in unknown people and how much credit to give without creating temptations. Our desire to fit into the existing economic and social system in Badichaur calls for self-discipline and sensitivity towards our surroundings. Little is gained but much might be spoiled by overreacting and acting foolish.

The trust and confidence given by the people of Badichaur, the Funding Agency and UMN have been highly appreciated and should be noted here.

### Stellungnahme zu "Draft Statement of Needs, 1985, LWS-Nepal"

Nepal ist geradezu ein Tummelplatz westlicher Entwicklungsorganisationen geworden. Der Entwicklungsansatz ist aufgrund der vielen ausländischen Projektleiter und Fachkräfte unvermeidbar stark technisch. Die Entwicklung eigenständiger NGO's wird durch die vielen, ausländischen Organisationen geradezu erstickt. In diesem, stark westlich geprägten Umfeld fühlen sich die Lutheraner seit langem wohl. Ob sie jedoch dem Bemühen der Oekumene, eigenständige Entwicklung zu fördern, einen Dienst tun, ist zu bezweifeln.

Die Einladung des LWS durch die Regierung von Nepal ist für uns überhaupt keine überzeugende Begründung für die Aufnahme der Arbeit in diesem Land.

#### Zum Projekt

Die Kosten für das zentrale Büro in Kathmandu erscheinen uns mit ca. 30 % im Vergleich zu den Projektinvestitionen sehr hoch. Wie kommt dieser Betrag zustande ?

Ist das einheimische Rote Kreuz der geeignete Partner für ein Bewässerungsprogramm oder geht es hier um den Versuch des Königshauses, die Gelder zu kontrollieren ?

Die Einbeziehung der "Community" wird betont. Es handelt sich jedoch um eine isolierte Maßnahme im Bereich "Wasser". Von dieser sind anhaltende Impulse auf die Gemeinwesenentwicklung kaum zu erwarten. Im "Selektions-Komitee" ist die "Community" nicht vertreten.

Welche Erfahrungen hat die Projektleitung in dem Feld der Gemeinwesenentwicklung ?

Die geschilderten Ernährungsprobleme werfen die Frage auf, ob der Ausbau der Seidenraupenzucht (Luxusprodukt) in Nepal Priorität haben sollte.



Die Projektdarstellung vermittelt ein wenig den Eindruck, dass das alte, indische "Parachuting"-Konzept nach Nepal übertragen wird.

Stuttgart, den 9. Febr. 84

Rainer Kruse

# GOSSNER MISSION

BERLIN

1 Berlin 41

Handjerystraße 19-20

Fernsprecher, 0311 - 851 3061 - 851 6933

Postscheckkonto: Berlin West 520 50 - 100

Bankkonto: Berliner Bank, Kto. [REDACTED]  
0407480700

Mr. Carl Johansson  
United Mission to Nepal  
P.O. Box 126  
Kathmandu / Nepal

November 11, 1983

Dear Carl,

At the last Nepal Committee meeting of Gossner Mission I gave a report on our last Board meeting of the UMN in April this year. The members especially appreciated the emphasis on "nepalization" (see: Board minutes BD- 30/83).

We discussed in detail methods of putting these ideas into practice and how to achieve realization. We felt that there are still open questions, possibly resulting from our lack of information. For this reason we would like to share with you our ideas and questions concerning "nepalization".

We believe that "nepalization" incorporates three different approaches:

1. Integration of project work into the local community. For example: Community mills, which have been run from the very beginning by local people.  
We welcome the decision to put priority on this type of work.
2. Participation of local people in UMN bodies, where plans and decisions for their projects are made (e.g. PMC). As far as we know one PMC meeting was held in Bojha (Nawal Parasi Hills Project) and representatives of the local people took part in it. That seems to be a good initiative to involve the target group of our work in the planning process and to make them responsible for what is going on in their area so that they can identify with "their" project.
3. Handing over expatriate posts to Nepali people. This point has already been discussed and accepted for years and we appreciate that more and more Nepalis fill UMN posts.  
But we have the impression that the process of handing over is stagnating. Up till now there are still very few qualified Nepalis filling responsible posts. This situation might infer from two difficulties:
  - a) recruitment of Nepali people and
  - b) financing of Nepali people.

To a)

The filling of posts in general should be based on a personnell programme. We think it is necessary that in every board one person be responsible for personnell questions, should work out such programmes for this board. On the basis of a personnell programme UMN may decide which post may be held by a Nepali and which needs to be filled by an expatriate. Such a plan would make it easier for us as sending mission to look for a person who is really of use in Nepal.

We would greatly appreciate if you could share your ideas and plans with member organisations in each case as to handing over eventually expert posts held by expatriates to a qualified Nepali. By this we can avoid creating project posts which can never be filled by Nepali successors.

Handing over posts to qualified Nepalis will not weaken our position in Nepal, but will provide us with additional capacities to offer our help in places where people are in need of it.

blind: ~~Bl. Start~~  
Houold  
Beyrds



To b)

Financing Nepali workers should not be a real problem, because their salaries are lower than salaries of expatriates although they should not be below HMG-salaries. Nepali staff should work under the same conditions as the expatriates, for example they should be provided with free housing. If so far there exists no such fund for Nepali experts we should kindly ask the treasurer to make proposals for solving this problem.

Personnell costs in general are carried by sending missions (salaries plus per capita grant). If we truly accept "nepalization" as the concept of the day we should start thinking along these lines with regard to Nepali workers also. For example if we introduce a salary fund for Nepali workers, why should we not pay for it according to the number of our missionaries? Such a salary fund might be connected to different boards of UMN.

We fully trust and acknowledge your intimate knowledge and experience in this field and would be very grateful indeed for any suggestions and comments from your point of view. We would also be grateful if you could appreciate our proposals and questions concerning "nepalization" as a first step towards a profounder discussion in UMN. In order to initiate the discussion we would appreciate if you could send our proposals together with the material for the next board meeting to all members of UMN.

Yours sincerely,

03

Bärbel Barteczko-Schwedler

## Minutes

of the Nepal - meeting on June 21st, 1982 at the 'Brot für die Welt'-conference room at Stuttgart

Participants: Carl Johansson, Exect. Secretary of the United Mission to Nepal, Kathmandu; R. Kruse, BfdW Stuttgart; H. Milcke, BfdW Stuttgart; U. Moll, BfdW Stuttgart; H. Bühler, DÜ Stuttgart; H. Hertel, General Secretary DÜ Stuttgart; W. Weisse, DÜ Stuttgart; R. Metzler, DÜ Stuttgart, H. Scheuer, DÜ Stuttgart. F. Gaus, DÜ Stuttgart; Ms. Wiegnerich, Bible Society Stuttgart; B. Bateczko-Schwedler, Gossner Mission Berlin; D. Friederici, formerly GM Berlin; E. Furthmüller, formerly GM Berlin; Wilke, CMB Bensheim, Reichmann, CBM Bensheim; R. Wittur, EZE Bonn, J. Lindau, AGKED Stuttgart; J. Timm, BfdW Stuttgart.

Hans Bühler opened the meeting by welcoming all participants, especially Mr. Carl Johansson who came from Nepal.

Else Furthmüller lead us in a short devotion and prayer which remindet us on the unity inspite of our diversity.

It was suggested and received by all participants of this meeting to have the following agenda:

1. Mood of a Nation
2. Government Relationship
3. Church & UMN Relationship
4. Growth of UMN
5. Cutting edges: Economical Development  
Health Development  
Education Development
6. Funding

### 1. Mood of a Nation:

Carl Johansson gave a brief report of the 'mood' in Nepal. He said that a much greater stability of Government can be noticed now in Nepal. He felt that the memorandum and the election of the last two years was accepted by the people as a democrativ step into stability.

During the following discussion it was said that from Europe the situation in Nepal does not seem to be stabil at all. One hears of strikes, a strong opposition and quite a number of political priseners. - It seems to be more difficult to get this kind of informations within Nepal than here.



## 2. Government Relationship:

Carl Johannsen pointed out that UMN does not deal with ministers (i.e: elected political people) but with civil servants, who are not depending on a political mood.

UMN and her workers are liked because of the inspiration and dedication they show.

UMN is asked by Govt. officials to take over new projects. This is a true sign of a good relationship between UMN and HMG (His Majesty's Government). But this is only possible because UMN has not to deal with political persons or - institutions, as Queen's Committee, etc.. The question, if UMN always accepts HMG-policy was answered with 'no'. New projects are suggested from different sides (private persons, village committees, etc. etc.) but have to be passed by the according Govt.- officials, which means they have to go the HMG-red-tape-way.

It was explained that the 'old' projects can get new emphasis without being new projects. As for instance the 'turbine-project' is not a project in the sight of the Govt, as it belongs to the Butwal Technical Institute-Projects.

## 3. Church and UMN Relationship:

The church in Nepal is growing rapidly. One speaks of about 15.000 Christians by now. UMN-workers are congregation-related, but do not take any leading position.

NCF (Nepal Christian Fellowship) faces problems. The main congregation in Kathmandu, Gyaneshwar, and the leading pastor Robert Karthak resigned their NCF membership.

It is noticed that the church and her members comment more and more frankly on the work of UMN in Nepal.

## 4. Growth of the United Mission to Nepal (UMN):

The question was put, if UMN should aim at becoming smaller instead of increasing the number of her workers. It was also asked, if UMN ever thought of how long UMN should stay in Nepal.

Carl Johannsen answered that UMN will stay in Nepal up to the fulfillment of the contracts between UMN and HMG. As these all are time-contracts the signing seems to show how long UMN is wanted to be in Nepal.

Concerning the number of workers in the UMN Carl Johannsen explained that the number of approved posts was decreased lately. The reason for a growing number of UMN-workers inspite of this means, that a higher percentage of approved posts are filled now (70 % instead of hardly 50 %).

There are working with UMN in Nepal now

114 married couples - 68 % of the UMN workers

14 single men - 4 % of the UMN workers

93 single women - 28 % of the UMN workers

The number of workers in the health-sector are decreasing, in the education-sector is stable and in the economical development-sector is increasing.

The question was put, if UMN ever thought of 'What Nepalese can take over from what expatriate?' Carl Johannsen said that this question is kept in mind, and that a list of posts and names is in his desk. He said "We are trying to Asianize and as a second step to Nepalize the projects." Up to now there are 1.720 Nepalese employed by UMN: 900 in the health sector, 300 in education, 50 in administration and the others in the economic development projects.

It seems that the Christian Council of Asia is not too much interested to work with UMN. Even after Carl Johannsen's visit in their office the contact is not improved.

Carl Johannsen pointed out that UMN workers do not proselyte Nepalese, but that they try to live as a Christian witness in their daily work.

It was discussed if Nepalisation can only take place, when Nepalese Christians can take over from UMN-workers. This is very difficult as there are not well enough trained Christians in Nepal. The process of Nepalisation seems to be slowed down because of this. It was pointed out that UMN should watch the fact that the standard of work in her projects should not be too high for Nepalese to take over. This did not mean to suggest UMN should do 'second-rate work' but was to make clear the danger of Western planning and working. UMN should put more emphasis on leadership training. This does not only mean handing out scholarships and stipends.

The question was raised if UMN could in her dealing with HMG make a stronger point of trained Nepalese staff to be seconded by HMG to UMN projects. Would HMG understand that and why UMN would



not take over any new work without Nepalese counterparts for the UMN-workers? - One of the great difficulties is that most of the trained Nepalese people do not want to leave the Kathmandu valley. This is one of the reasons why UMN can not plan their projects with Nepalese staff right from the beginning.

#### 5. Cutting edges:

##### a) economical development

Here a long discussion on technical aid took place. R. Metzeler and H. Scheuer explained the 'history' of the turbine project. The difficulty is that cooperatives in Nepal have a bad name (corruption etc.) and therefore are not liked by the people. Apparently HMG asks UMN for more technical aid. Is that enough reason for UMN to start new big projects?

Is UMN losing the chance to work for and with the people? Is UMN through her work creating a new bourgeoisie?

This was followed by a long and engaged discussion on the philosophy and danger for a Christian organisation to go into industrie and business. Could UMN set a good example in this line with high ethics and fair moral? Most of the participants in this discussion felt, UMN should be more aware of the danger of this kind of work and stick to the 'peoples projects'.

R. Wittur from EZE made clear, that EZE would agree to technical aid, provided this are rural projects and community ownership is ensured.

##### b) health

The new Patan Hospital was discussed. Carl Johannsen pointed out that this is a 'general hospital' and not specialised in any respect. The difficulty is that no hospital in the world is self-containing, but that this is asked from the UMN hospitals. The danger exists that this new hospital will be very expensive and will get the name of a 'privileged special hospital'. The preventive medical care program will have first priority in this new hospital.

Quite an extensive discussion took place on the question of community based or hospital based health work. The general trend of this discussion was, that UMN should work more community related. This is a moral question. To most of the participants of this meeting hospital-based work did not seem to have a high priority for the work of UMN.

Up till now UMN has no special project to work with blind people. It is said that 29 % of the Nepalese population have some kind of eye trouble. Because of this HMG plans seven eye-disease-posts throughout the country. One in Sargamatha Zone (near Okhaldunga) will be run by CBM. - CBM is not a member of UMN. It is not in their policy to become a member of any local organisation.

(Information given by Carl Johannsen: UMN membership is frozen, except from Asian organisations.)

c) education

HMG admits that the last 10 years of the education system have been a failure. The regional schools (as the one in Pokhara) as well as the Tribhuvan University did not work according to expectation. Now all hope is put on the so called Modell-schools.

The first of this schools was set up some years ago and is known as 'the Buddhanilkanta-school'. This is an English-medium boys-school, planned for 1/3 students on full scholarship (of poor families), 1/3 students with half scholarship and 1/3 students full paying. The headmaster and other teaching staff are expatriates (headmaster - British). The plan for this model-schools is that instructors for science, English language and mathematics should be foreigners. Four more schools of this kind should be build outside of the Kathmandu valley.

As Carl Johannsen was told (not officially yet) HMG will ask UMN to get involved in the setting up of these schools. Carl understands this as a good sign of trust from HMG to UMN.

A very long and very engaged discussion took place if UMN should get involved in this kind of education work, as these schools are truly for privileged students and will create privileged people. Should not UMN try to create a lobby for those who have no lobby? Should not UMN put more emphasis on informal education? Is the work in this kind of 'prestige-projects' true missionary-work?

It was felt that even if HMG changes their policy in the education-field, this should not have anything to do with UMN and her policy. This work certainly would be in direct contradiction to the policy of UMN to work community- and people-related. Prestige projects certainly do not always go conform with the Christian obligation to work and live with and for the poor and underprivileged.



## 6. Funding:

Carl Johannsen explained that UMN works with four kinds of money:

- a) per capita grants: met by member bodies (US \$ 800,-- p.a. for each worker)
- b) recurring funds: met by special gifts and by the interest of invested money.
- c) programm budgeding: met by different agencies, as for instance Brot für die Welt, etc.
- d) capital funds: Up to now these where to a great extent met by Brot für die Welt and EZE, but the trend is that Scandinavian agencies will take a greater share.

There is a rule that nobody is allowed to invest more than Rs. 100,-- into a programm without this going through the official UMN budget.

About 50 % of the UMN budget is spend in the health projects. It is a fact that the more capital intensive a project is the more crucial it is. These projects than are too expensive for HMG ever to take over or even to running it on the same standard.

Here again the discussion came to the moral obligation of UMN work to be more community and people related. Big and expensive projects should not be UMN's concern, as UMN came to Nepal to serve the people of Nepal in the name of Jesus Christ who was a servant to others!

The meeting was closed in good time to give Carl Johannsen the oppertunity to have privat talks with the representatives of CBM and of the Bible Society.

Thanks were expressed to Carl Johannsen for comming to Stuttgart and for bringing so well prepared papers and statistics (shown by the overhead-projector), and for so openly discuss the UMN-matters.

Thanks also to the representatives of Brot für die Welt and of DIENSTE IN ÜBERSEE who arranged this meeting.

Thanks to the Lord for making in possible for all of us to work in Nepal and for the privilege to care for the wonderful people of this land.

Stuttgart, 12. 7. 82

Dorothea Friederici

## C. Johansson Besuch i. Stuttgart

2. diesj. hatte d. Besuch

1. Darstellung d. UMN für neue  
Kooperation (B. Loejesellschaft + Chr.  
Blindenmission)

2. Policy-Debatte, freu. auf Board-  
meeting nicht ausreichte d. Zeit ist.

Policy: Schwerpunkt

① Initiierung / Repalierung d. UMN  
w. Teil d. nepal. Mittelstufe war, aber  
d. nepal. nehmen keine Führungsposition  
ein. => Einparung d. UMN-Projekte an  
nepal. B. Bildungsstandard.

② Policy-Wandel

verf. ger. auf Landw.-Projekte Schwer-  
punkt verlegt.

③ Generelle Spannung zw. Nepi-gerwart.-  
UMN-Policy

geg. wird Großprojekte UMN sollte



empfohlene Projekte vordringen, hat aber  
das Gegen teil (z.B. ~~Unkenntnis~~ Aufbau v.

4 Modellbauteile, die nach einem Standard  
organisiert werden sollen)

## Dienste in Übersee

### Gesprächsvermerk Nr. 12

Gespräch zu Surkhet am 1.4. abends.

Gesprächsteilnehmer: Anhorn, Bühler, Johannsen, Mogedal  
und Schlorholtz

Dies ist eines der wichtigsten Gespräche, die während des UMN-Meetings stattgefunden haben. Es legte sich im ersten Teil über das Kleingruppengespräch im Economic Development Board. Ich will versuchen, es chronologisch nachzuzeichnen, damit keine wichtigen Details verlorengehen.

Die Vorgeschichte ist bekannt.

Anhorn wird bei seiner Rückkehr aus Deutschland kühl empfangen. Er übersetzt das *Lindau*-Protokoll, danach hängt er vollends in der Luft, da jeder Faden gerissen ist. Dies ist die Situation bei meiner Ankunft. Sie schlägt sich unter anderem dadurch konkret nieder, daß ein sehr schwerfälliges Ringen um einen gemeinsamen Termin stattfindet, auf dem ich aber bestehe.

Donnerstagabend, 17.00 Uhr, ist dies dann möglich.

DÜ stellt AGEKED-Strukturen dar und weist auf den Entscheidungsweg innerhalb der betroffenen Gremien für den Surkhet-Antrag hin. Damit wird klar, daß nach dem Papier von Anhorn von September 81 keine Verzögerungstaktik von „Brot“ betrieben wurde, wie dies anklingt in dem Brief, den Schlorholtz an Kruse am 17. März geschickt hat.

Schlorholtz stellt dar, weshalb Surkhet in der Anhorn-Vorschlagsform sein müsse: Zum einen gibt es strukturelle Vorbedingungen, die nicht zu umgehen sind: UMN muß mit dem Department for *Cottage* Industries zusammenarbeiten, da dies die einzige Möglichkeit ist, unsinnige rural Development-Ansätze, die sonst auf riesiger Distriktebene ablaufen müßten, zu umgehen. Zum anderen ist die Anbindung an den K-Bird-Plan um vieles stärker, als man hier der Meinung war. Dieser wiederum definiert aber unter Zitierung von UMN genau die Ausformung von Surkhet. Schließlich ist UMN der Meinung (vor allem Mogedal), daß *Butwal* nicht so schlecht gewesen sei wie man immer tut; daß man dies um vieles differenzierter betrachten müsse und daß nie an eine Wiederholung von *Butwal* gedacht worden sei. Vielmehr solle aus den Fehlern in *-o-* gelernt werden. Deshalb solle Surkhet drei Komponenten enthalten: On-the-job-training, Small Scale Industries, *outreach work*. Die Regierung ihrerseits ist jedoch durch *Butwal* so fasziniert, daß man nicht so tun könne als ob *B.* nie stattgefunden hätte. Von daher kommt das Vertrauen, das die UMN nicht enttäuschen wolle, deshalb Festhalten an dem von Anhorn im September vorgelegten Konzept.



CÜ schlägt vor, daß ein anderer Sponsor gesucht werden solle, da "Brot für die Welt" umgekehrt auch nicht zuzumuten sei, seine Policy wegen der UMN aufzugeben.

Johannsen macht (entscheidenden !) Kompromißvorschlag: Die *outreach* and Community-Komponente solle durch "Brot" finanziert werden, während für den Industrial Teil ein anderer Sponsor gesucht werden solle.

Mogedal hält dagegen, daß dies Abgrenzungen und Eindeutigkeiten nur unnötig erschwere. Deshalb plädiert er für einen einzigen Sponsor. Außerdem hält er *Butwal* für gut, und er hält es deshalb auch für keine Schande, wenn dies in Teilen - nämlich in der Trainingskomponente - in Surkhet wiederholt werde.

Bühler betont, daß keine Notwendigkeit bestehe, das Projekt an "Brot für die Welt" anzuhängen.

Anhorn erklärt auf Rückfrage von Mogedal, daß er als designierter Projektleiter dem vorliegenden "Brot"-Entwurf am ehesten zuneige.

Johannsen setzt sich mit seinem Kompromiß ohne großen Widerstand von Mogedal oder gar Schlorholtz durch. Gemeinsam wird Implementierungsmethode festgelegt, die an Kruse Übermittelt werden soll: "Brot" soll einen *Letter of Intent* schreiben, in dem bestätigt wird a) die Zustimmung des "Brot"-Ausschusses für das Projekt, b) die Zustimmung, daß Small Scale Industry und On-the-job-training anderweitig finanziert werden könnten während umgekehrt die von "Brot für die Welt" finanzierten Teile die und Community Development-Komponente betreffen.

Falls dies möglich ist, dann sollte schnellstens ein Telex unter folgender Telexnummer an die UMN geschickt werden: NP 205 AAPU, das ist das Annapurna-Hotel in Katmandu. Die UMN-Leute brauchen diese Information deshalb schnellstens, da am 16.4. eine entscheidende Sitzung bei K-Bird stattfindet.

Meine Interpretation: Ich halte diesen Beschluß für den besten, denn die Implementierung von *outreach* und Community Development Work kann sofort begonnen werden, da Geld und Mann da sind, was faktisch auf den von uns intendierten Community Development-Ansatz hinausläuft. Damit ist richtige Orientierung und Gewichtung von vornherein gesichert.

Die Finanzierung des "Restes" braucht Zeit. Damit wird ein Übergewicht des Industrial Centers durch den Ablauf verhindert.

Anhorn, als die entscheidende Figur, steht hinter dem Community Development-Konzept.

Es wird eher ein Problem sein, den Rest finanziert zu bekommen, da "Brot" damit eindeutig die *Wurst* auf diesem *Brot* für sich genommen hat.

## 1. Allgemeines

Von 37 Mitgliedsorganisationen waren diesmal nur 28 anwesend. Insgesamt fiel mir dabei auf, daß die eher traditionell orientierten Missionsorganisationen im Rückgang waren, während die eher zum Entwicklungsansatz hin orientierten Organisationen immer noch gleich stark vertreten waren. Die Arbeit vollzog sich im wesentlichen in drei Kleingruppen: Erziehung, Gesundheit und ökonomische Entwicklung.

## 2. Hauptthemen

Folgende Hauptthemen wurden in allen Gruppen abgehandelt:  
Das Verhältnis des Board of Directors zum UMN  
Probleme der Langzeitplanung  
Nepalisierung  
Bedeutung von Community Development

Besondere Themen waren in der Gruppe, an der ich teilnahm, in der ökonomischen Entwicklungsgruppe:  
Soziale Implikationen technischer Entwicklung  
Die Rolle der UMN ? Situationen und die Bedeutung von Community Developmentprogrammen an zwei konkreten Projekten, nämlich Buling Arkkala und Andikhola.

Ich halte von diesen Hauptthemen drei für besonders wichtig:  
Die Bedeutung von Community Development wurde sehr offenkundig, da rein technisch angesetzte Projekte wie etwa Andikhola mit seiner Wasserturbineninstallation inzwischen zu einem sehr abgerundeten Community Development-Ansatz geworden ist mit vielen wichtigen Facetten. Dies kann verschieden interpretiert werden. Ich meine, daß daran vor allem "schuld" sind die nachrückenden jüngeren Fachkräfte, die für die konkrete Ausgestaltung dieser Projekte zuständig sind.

In der gleichen Linie liegt die Diskussion über die sozialen Implikationen technischer Entwicklung, die sehr stark darauf hinzielte, daß technische Entwicklung nicht mehr losgelöst und nach rein technischen Kategorien betrieben werden dürfe, sondern daß im Economic Development Board Fachleute placiert werden müssen, die rechtzeitig dafür sorgen, daß soziale und kulturelle Implikationen technologischer Innovation rechtzeitig erkannt und steuernd miteinbezogen werden. Dies war nicht nur eine Privatmeinung sondern fand breite Zustimmung im Plenum.

Schließlich gab es eine lange Diskussion um Nepalisierung. Diese Diskussion zeigt an einem konkreten Punkt, wie weit weg verschiedene Denkpositionen sind. Sie ist etwa für uns als DU und AGKED eine beinahe selbstverständliche Forderung. Sie ist



umgekehrt für einen Teil des UMN-Staffs rational verständlich als Position von *donor*-Agencies. Theologisch und emotional ist diese Position für sie aber schlecht einzulösen, da sie theologisch und missionsgeschichtlich immer noch der Meinung sind, daß es so etwas wie einen "heiligen Ruf des Herrn gäbe", der, wenn man ihn erhalten hat, die Frage nach der Nepalisierung überflüssig werden läßt. Ich meine, daß es schon bemerkenswert ist, daß dieser Gesichtspunkt von der UMN selbst auf die Tagesordnung gesetzt wurde, d.h. hier findet doch immer mehr eine Diskussion statt. Inwieweit die Diskussion in absehbarer Zeit schon dazu führen wird, daß Führungspositionen innerhalb der UMN von Nepalis besetzt werden, möchte ich doch bezweifeln. Doch ist andererseits schon eindeutig festzustellen, daß ein Auffüllungsprozeß von unten her in den verschiedenen Positionen im Gange ist, so daß z.B. im medizinischen Bereich überhaupt keine Anforderungen mehr an DÜ gestellt werden (detaillierter siehe unten). Die Diskussion um Nepalisierung hat gleichzeitig auch eine Facette gehabt, die darauf hinwies, daß alle Member Bodies der UMN immer mehr darauf bestehen, daß die UMN nicht Leute nach Nepal einlädt, die dann irgendwie verbraten werden, weil ja ein "holy call" das Ganze abdecke, sondern daß die UMN sich öffnen muß, damit wir vorher und rechtzeitig wissen, in welche Projekte Interessenten geschickt werden können. Dies ist nicht nur eine Frage der Öffnung der UMN gegenüber den Member Bodies, sondern auch und vor allem eine Frage, inwieweit die UMN akzeptiert, daß Vermittlungen zur UMN und nach Nepal auch einen professionellen Aspekt haben und außerdem für Interessenten das Recht besteht, daß sie vorab auch inhaltlich mit ihren zukünftigen Aufgaben sich auseinandersetzen dürfen.

### 3. Eindrücke

Insgesamt vermute ich, daß in den nächsten beiden Jahren ein Generationenkonflikt innerhalb der UMN stattfinden wird, da es offenkundig wurde, daß z.B. im Economic Development Board 5 jüngere Leute nach vorne drängen, die alle insgesamt von der alten Missionsideologie abrücken und eher auf die Verwirklichung von Projekten drängen, die von unten her betrieben und formuliert werden.

Dies drückte sich auch darin aus, daß es insgesamt eine progressivere Sprache verwendet wurde. Umgekehrt zeigte es sich, daß die traditionellen Missionsgesellschaften diese Situation wohl wahrgenommen haben und sich deshalb in der Diskussion eher zurückhielten.

Seit 1978 schlüpft das Board of Directors offensichtlich in eine neue Rolle, denn bis zu diesem Zeitpunkt war es offenkundig, daß der in Nepal befindliche UMN-Staff allein "policy" betreiben wolle und dürfe. Seit diesem Zeitpunkt begreift der Board of Directors aber eher seine Rolle, die ihm lt. UMN-Verfassung auch zusteht, nämlich in zentralen Policy-Fragen mitzuformulieren. Dieser Rollenwechsel ist in vollem Gange; er ist auch daran ablesbar, daß der Staff mit hohem Aggressionspotential in den Diskussionsgruppen in den Kleingruppen versuchte, sich seiner Haut und seinen Vorurteilen zu erwehren.

Wir dürfen uns als AGEKED und DÜ nicht beklagen, wenn wir in der UMN einen relativ geringen Einfluß haben, da wir nicht in der Lage sind, uns in den Entscheidungsgremien mehr zu engagieren. (Dies wäre insbesondere das Executive Commity oder der Finanzausschuß.) Noch ist es von unserer Personalplanung her möglich, daß wir verstärkt Vermittlungsanstrengungen unternehmen, um qualifizierte Personen in Schlüsselpositionen zu bringen.

#### 4. Konkretes

L. Bigler wird mit hoher Wahrscheinlichkeit akzeptiert. Das Akzept ist bis spätestens August hier. JK lade ihn doch bitte für den Oktober oder Januar VK ein.

Dr. Stier ist nicht gefragt, da allgemein ein Rückgang der Anfragen im medizinischen Bereich festzustellen ist und alle wichtigen Positionen besetzt sind. Zur Zeit sind keine Allgemein-Mediziner mehr angefragt. Dies halte ich für einen sehr erfreulichen Vorgang, da er darauf hinweist, daß gerade im medizinischen Bereich die Nepalisierung (siehe oben) am weitesten vorangeschritten ist.

Die Aufforstung soll im nächsten Jahr ein wichtiges Thema im EDB werden. Deshalb besteht großes Interesse an den Angeboten, die ich mitgebracht habe. Wir sollten dafür für 1983 2-3 Stellen reservieren. Die UMN-Leute wollen bis Juni uns Bescheid sagen, was und wen sie konkret wollen.

Die Verträge für Egner und Scholz gebe ich anbei unterschrieben zurück. Anhorn schickt seinen Vertrag zurück, sobald Surkhet fest ist, womit bis Ende dieses Monats zu rechnen ist.

Der Kühlschrank für Buder ist mit 9.000,-- Rupien okay. Walter, kannst Du das bitte überweisen. Die Policy ist bei UMN allgemein, daß private Kühlschränke nicht bezahlt werden. Für Butwal ist aber ein Kühlschrank zweifellos unerlässlich.





## Dienste in Übersee

Gerokstrasse 17  
7000 Stuttgart 1  
Fed. Rep. of Germany  
Rép. Féd. d'Allemagne  
Telegramme: Überseedienste  
Telefon: (0711) 24 70 81



Arbeitsgemeinschaft evangelischer Kirchen in Deutschland e. V.  
Committee of Protestant Churches in Germany for Service Overseas  
Comité des Eglises Protestantes Allemandes pour le Service  
Outre-Mer  
Comité de las Iglesias Protestantes de Alemania para el  
Servicio en Ultramar

ref.c: asien und nordostafrika

Stuttgart, den 26.5.82

liebe freunde,

carl johannsen, der direktor der united mission to nepal, wird am 21. 6. 82 in stuttgart sein, um über die arbeit der umn zu berichten und mit uns zu diskutieren.

ich habe es übernommen, die einladungen zu diesem treffen zu verschicken, was ich hiemit tun will.

wir treffen uns um 9.30 uhr im diakonischen werk in stuttgart, stafflenbergstraße. betrachtet man den beiliegenden tagesordnungsvorschlag, so ist es offenkundig, daß wir den ganzen tag brauchen werden .

zur vorbereitung lege ich weiterhin eine liste der eingeladenen bei, sodaß - wo gewünscht - querkontakte vorher schon möglich sind. diese liste kam einerseits auf grund von vorstellungen von carl johannson, andererseits durch direkte anfragen von interessenten zustande.

schließlich noch ein kleiner hinweis: carl johannson wird ab 19.6. unter folgender adresse zu erreichen sein: hotel wörtz, hohenheimerstr. 30, 7-stuttgart-1, tel. 0711, 245396. wer schon vorher anreisen muß, möge doch versuchen, ob er in diesem hotel unterkommen kann.

bis zum 21.6. meine besten grüße,

(hans bühler, ref.leiter c)

DIENSTE IN ÜBERSEE

einladungsliste zum umn-treffen am 21.6.82

Christoffel blindenmission  
nibelungenstr.124  
6140 bensheim 4

missionshaus wiedenest  
olper str. 10  
5275 bergneustadt

gossner mission  
handjerystr. 19-20  
1 berlin 41

d.herm

~~s. kriebel~~ 60  
~~b. bategczko-schwedler~~

~~Hans Vögeli  
Burgstraße 9  
Ch-8604 Volketswil~~

~~Monika Schutzka  
Tropenheim  
Paul-Lechler-Str. 24  
7400 Tübingen~~

~~Dorothea Friederici  
Schönblickstraße 14  
7024 Filderstadt 4~~

ehemalige DÜ-ler:

frieder gaus  
straubenbergstr. 40  
7547 wilddbad

~~else furthmüller  
gächingerstr.13  
7260 calw-stammheim~~

reinhold metzler  
kussenhofstr.18  
7743 furtwangen

helmut scheuer  
mühlstr.12  
7318 lenningen 2

aus der AGKED:  
brot für die welt  
planungsstab  
DÜ

moll, milcke, kruse  
lindau  
fröhlich, bühler  
Wittur, EZE



EZE

benini

mittelstr. 37

52 bonn, bad godesberg

schweizer freunde der mission

in indien und nepal

leimbachstr. 112

8041 zürich

schweiz

This is a preliminary agenda. I would appreciate your input and suggestions, particularly in identifying the areas that are of priority importance in your thinking.

The purpose of this agenda of concerns is to have a comprehensive overview as possible; then each consultation can stress and discuss the areas it is particularly concerned about. This is circulated to each consultation.

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Possible Agenda For Consultation On Nepal - June 1982

---

I. PERSONNEL

1. Needs
2. Priorities
3. Conditions
  - a. Illness
  - b. Vacation, Holiday, Leaves
4. National personnel

II. ASIANIZATION

1. In terms of Board
2. In terms of Personnel
3. In terms of Funding

III. NEPALIZATION

1. Philosophy
2. Statistics
3. Funding

IV. GOVERNMENT RELATIONSHIPS

1. Agreements
2. Nature of relationship

V. PERSONNEL PLACEMENT

VI. PROJECT SUPPORT

VII. THE MOOD OF A NATION

VIII. CHURCH RELATIONSHIPS

1. Growth
2. Relationships
3. Role of UMN Personnel

IX. 3. GROWTH OF UMN

1. Statistics of growth
2. Dynamics of growth
3. Discrimination in growth



X. STRUCTURE OF UMN

1. Relation to functional integration
2. Relation to Board
3. Relation to changing context
4. Relation to Projects

XI. FUNDING

1. Per Capita Grant
2. Recurrent Budgets
3. Program Budgets
4. Capital Budgets

XII. CUTTING EDGES OF EDUCATION

1. Non Formal Education
2. Growth in staff
3. Jumla realities
4. Teacher training
5. Variety in language training and orientation

XIII. CUTTING EDGES IN HEALTH CARE

1. Sense of direction in terms of government relationships
2. WHO Blind Program
3. The training of Nepali Christian Doctors
4. Integration and multi-functional teams
5. Program Funding

XIV. CUTTING EDGES IN ECONOMIC DEVELOPMENT

1. Rural Division development
2. Andhikhola Project
3. Local ownership and management of turbines and bio gas plants
4. Integration and multi-functional teams
5. Apprentice training in Nepal
6. Management training and initiatives by Companies

XV. CUTTING EDGES OF ADMINISTRATION

1. The implications of integration on structure
2. The searching for authentic Nepali Christian input
3. Thrusts
  - a. Continuing study of the theology of development
  - b. Continuing emphasis on training, patriate and expatriate
  - c. Continuing stress on openness in administration
  - d. Attempt to have more comparability in reports, plans and long range documents

XVI. NEW AREAS

1. Growth in our unique self consciousness as agents of reconciliation
2. Re-structuring
3. Controlled growth
4. Opportunities for growth of co-workers in their skills and witness

XVII. THE QUESTIONS THAT CONSULTATIONS ASK

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Herrn  
Hans Bühler  
Dienste in Übersee  
Gerokstraße 17

7000 Stuttgart 1

Berlin, den 25.5.1982

Lieber Hans,

der 21. Juni rückt näher und damit auch das Treffen mit C. Johansson. Da ich in den nächsten Tagen in Urlaub gehen werde, möchte ich Dir schon jetzt mitteilen, mit wieviel Leuten die Gossner Mission auftauchen wird. Hans Vögeli, Monika Schutzka (beide haben noch nicht endgültig zugesagt), Dorothea Friederici (als ehemalige Mitarbeiterin) und ich. Else Furthmüller, die bis Dezember 1981 für die Gossner Mission tätig war, wird ebenfalls kommen, jedoch als Vertreterin des württembergischen DiMö.

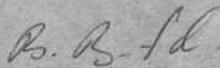
Falls Du noch ein Programm oder Einladungen schreiben solltest, wäre ich Dir dankbar, wenn Du diesen Teilnehmern auch anschreiben würdest. Nachfolgend die Adressen:

Hans Vögeli  
Burgstraße 9  
Ch-8604 Volketswil

Monika Schutzka  
Tropenheim  
Paul-Lechler-Str. 24  
7400 Tübingen

Dorothea Friederici  
Schönblickstraße 14  
7024 Filderstadt 4

Mit den besten Grüßen



Bärbel Barteczko-Schwedder

Schwester Monika Schutzka  
Tropenheim  
Paul-Lechler-Str. 24

7400 Tübingen

Berlin, den 25.5.1982

Liebe Frau Schutzka,

sicherlich haben Sie inzwischen das Protokoll der Nepalausschußsitzung erhalten. Schade, daß Sie nicht selbst dabei sein konnten, denn insbesondere ~~die~~ Policy-Fragen sind Personen mit Nepalerfahrung unbedingt erforderlich. So hat uns Else Furthmüller, die als Gast an der Sitzung teilnahm, die nötige Hintergrundinformation geliefert.

Mein eigentliches Anliegen dieses Briefes ist jedoch nicht der Nepalausschuß, sondern, daß ich Sie zum Treffen mit Carl Johansson am 31.6.1982 in Stuttgart einladen möchte. Carl Johansson wird im kommenden Juni die europäischen UMN-Mitgliedsorganisationen besuchen, um mit ihnen einmal unabhängig vom Board-Meeting über die UMN zu sprechen. Sicherlich ist Johansson weniger daran interessiert, an diesem Tag knifflige Fragen zu lösen, als vielmehr den diversen eingeladenen Organisationen die UMN in Form einer "Ein-Mann-Show" - so ist die Einschätzung hier im Hause - vorzustellen. Eingeladen dazu sind: Brot für die Welt, EZE, Christoffel-Blindenmission, Missionshaus Bibelschule Wiedenest, Liebenzeller Mission, DÜ und Gossner Mission.

Die Organisation und Planung des Treffens liegen in der Hand von Hans Bühler (DÜ). Ein genaueres Programm habe ich noch nicht erhalten, aber ich schicke Ihnen schon mal die Planung von Carl Johansson zu.

Von der Gossner Mission werden - neben Ihnen - am Treffen evtl. Hans Vögeli, und als ehemalige Mitarbeiterinnen Dorathea Friederici und Else Futhmüller teilnehmen, neben mir.

Mit freundlichen Grüßen  
Ihre

B B

Bärbel Barteczko-Schwedler



Missionshaus  
Bibelschule Wiedenest  
Olper Str. 10  
5275 Bergneustadt 2

20.4.1982

Liebe Freunde!

Carl Johansson von der United Mission to Nepal möchte sich am Montag, 21. Juni 1982, in Stuttgart mit den deutschen Mitgliedsorganisationen und den Freunden der UMN einen Tag lang treffen, Material über die UMN und Nepal vorstellen und besprechen, was ihm im Blick auf die Mission in Nepal am Herzen liegt. Er würde sich freuen, wenn auch von Wiedenest als einem INF-Mitglied jemand zu diesem Treffen kommen würde.

Falls Sie also daran Interesse haben, wenden Sie sich bitte an Herrn Hans Bühler, Dienste in Übersee, Gerokstr. 17, 7000 Stuttgart 1, Tel. 0711 - 247081. Er organisiert das Treffen dort und gibt Auskunft über genaue Zeiten, den genauen Ort und, falls erwünscht, Übernachtungsmöglichkeiten. Für seine Planung wäre es sicher gut, wenn er bald wüßte, wer alles zu dem Treffen kommen wird.

Mit freundlichen Grüßen,  
Ihr

Siegwart Kriebel

D/ Herrn Hans Bühler, Stuttgart



Herrn Kruse, BfdW  
Herrn Bühler, dü  
Herrn Benini, eze

8.2.1982

Liebe Freunde!

Carl J. Johansson von der UMN in Kathmandu hat alle deutschen Organisationen, die mit der UMN zusammenarbeiten, zu einem Treffen im Juni 1982 eingeladen, wie aus dem beigefügten Schreiben hervorgeht. Meine Versuche, doch wieder ein europäisches Treffen über mehrere Tage zustandezubringen, sind erfolglos geblieben, so daß ich jetzt doch den von Carl Johansson vorgeschlagenen Plan bekanntgeben möchte, was ich hiermit tue.

Als Ort des Treffens schlage ich Stuttgart vor, weil BfdW und dü dort ohnehin zu Hause sind, und möchte Herrn Bühler herzlich bitten, die logistische Vorbereitung zu übernehmen. Einzelheiten können sicher Anfang April in Kathmandu besprochen werden. Aber ich wollte jetzt mit dem vorgeschlagenen Termin nicht länger hinter dem Berge halten:  
Freitag, 18. Juni 1982.

Mit freundlichen Grüßen,

Ihr



Siegwart Kriebel

Mr. Ingemar Berndtson

Mr. Stanley Mudd

8.2.1982

Dear Brothers,

After I have now got the address of BMS in London, I am sending you a copy of my letter to Carl Johansson, dated 12.1.82.

Since both of you have agreed to Carl's proposal for one day meetings in Scandinavia, aHdKU.Kadwe are now also preparing a German meeting as proposed in Carl's letter.

I am very thankful to Mr. Drake of BMS for his efforts to find out possibilities for a longer meeting in U.K.

Perhaps we can have a longer meeting next time again, with all member organisations in Europe.

Yours in Christ,

Siegwart Kriebel



# BAPTIST MISSIONARY SOCIETY

FOUNDED 1792

SECRETARIES:

REV. A. S. CLEMENT

REV. H. F. DRAKE, O.B.E.

93-97 GLOUCESTER PLACE  
LONDON W1H 4AA

(5 MINUTES FROM BAKER ST. AND MARYLEBONE STATIONS)

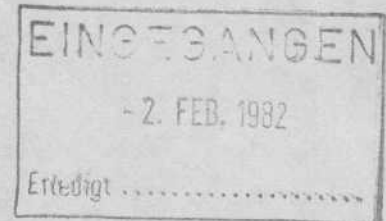
TELEGRAMS: ASIATIC PHONE-LONDON • CABLES: ASIATIC LONDON-W.I.  
TELEPHONE: 01-935 1482 (3 LINES)

INDIA  
BANGLADESH  
SRI LANKA  
JAMAICA  
TRINIDAD  
ANGOLA  
ZAIRE  
BRAZIL  
HONG KONG  
NEPAL

HFD/PH

29 January 1982.

Mr. S. Kriebel,  
Gossners Mission,  
Handjerystr. 19,  
1000 Berlin 41.



Dear Mr. Kriebel,

Following our two telephone conversations, I have now received replies from some of the other British partners in the UMN regarding your suggestion of a joint Consultation here in Britain in June to cover two or three days.

I find that the general consensus of opinion is that the Consultation should not last for more than one day. At the same time, however, the British partners would be happy to have our German friends come and join with us, but we quite understand that the cost involved for a one-day Consultation would probably be prohibitive.

I am writing to Carl Johansson to inform him that the BMS will be happy to host a Consultation here in London on Wednesday 23 June. Mr. Mudd is expected back from his tour of Asia at the end of next week and he will then carry on the correspondence.

With all good wishes,

Yours sincerely,



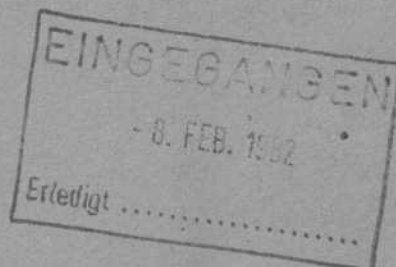
## THE UNITED MISSION TO NEPAL

Executive Director: Mr. C. J. Johansson  
Treasurer: Mr. E. Wennemyr

Telephone: 12179 or 15573  
Telegrams: UMNEPAL  
Location: 1/29 Thapathali  
Mailing address:  
POST BOX 126,  
KATHMANDU, NEPAL

28 January 1982

Mr. Siegwart Kriebel  
Gossner Mission  
Handjerystrasse 19/20  
1000 Berlin 41 (Friedenau)  
WEST GERMANY



Dear Siegwart

Thank you so much for your letter of 12 January. It is perfectly acceptable to me if you arrange, together with Stanley Mudd, meetings to be held in England. Certainly we could spend 23rd and 24th June - Wednesday and Thursday - for meetings.

Could I leave it with you to take initiative, and as soon as you can come to an agreement with Mr. Mudd as to place etc., this will be fine with me. I look forward to hearing from you.

Sincerely,

Carl J. Johansson  
Executive Director

CJJ/wdt

cc: S. Mudd  
I. Berndtson



हवाई पत्र  
AEROGRAMME



Mr. S. Kriebel

Gossner Mission

Gossner Haus

Handjerystrasse 19/20

1000 Berlin 41 (Friedenau)

WEST GERMANY

पठाउनेको नाम र ठेगाना ।

UNITED MISSION TO NEPAL

POST BOX 126

KATHMANDU, NEPAL.

प्रसन्न पत्रमित्र केही सामिएमा साधारण डाँकबाट चलान गरिनेछ ।

Gossner Mission  
Handjerystraße 19/20  
1000 Berlin 41 (Friedenau)

Mr. Carl J. Johansson  
United Mission to Nepal  
P.O.Box 126  
Kathmandu  
Nepal

12.1.1982

Dear Carl,

As things take more time than expected, I write you now, before everything is clear.

Many thanks for your letter of 7.12.81 about Consultation Europe 1982, which I got just before Xmas.

I immediately contacted the DU friends in Stuttgart, then Stanley Mudd and then Ingemar Berndtson, who got your letter early in January.

I was surprised to read in your letter, that it should have been felt in 1980 at the regional conference, that these conferences should take a different form. I cannot remember a feeling like that. I was very much enjoying the fellowship and the sharing of views with all friends from Europe for a couple of days without pressure of time. I got to know many people and I could talk with them even between sessions and we were understanding each other better from day to day. I therefore think, that we should try to have such fellowship again for a number of days and that all European member bodies should be represented. The DU friends fully agree with me in this point. The BMS friends are also agreeing. Unfortunately they are not able to host a meeting of more than one day in June. But they have contacted the other British member bodies of UMN, whether one of them might be able to host a meeting during that time you mentioned for your stay in England. The Swedish friends, i.e. Ingemar Berndtson, said, they are satisfied with a Scandinavian meeting, since they are already many Scandinavians in UMN. I therefore agreed with BMS, that we Germans would be prepared to join the English meeting, if it would be for more than one day. Since BMS has not yet received the answers of the others, you will be informed about the outcome as soon as possible.

If it will not be possible to arrange a meeting this year, we shall agree to your proposal. But generally we do not expect too much of a one day meeting, on which material about UMN is presented so that little time would be left for discussions and fellowship. And we Germans would like to meet the other European friends as well. For a meeting for Germans only, Stuttgart would be the right place, since DU and BfdW are already there. They would be the right people to organize it. Perhaps you could contact them (Dr. Buehler) directly, otherwise I should ask him from here.

For the future we propose to consider a regional conference of all European member bodies for some days again.

I am sorry that this is only an intermediate report, but I felt that I could not let you wait longer for a reaction.

With best wishes for a blessed new year,  
yours in Christ,





## THE UNITED MISSION TO NEPAL

Executive Director: Mr. C. J. Johansson

Treasurer:

Mr. E. Wennemyr

Telephone: 12179 or 15573

Telegrams: UMNEPAL

Location: 1/29 Thapathali

Mailing address:

POST BOX 126,  
KATHMANDU, NEPAL

Mr. Ingemar Berndtson  
Mr. Siegwart Kriebel ✓  
Rev. Stanley Mudd



7 December 1981

Brethren:

### CONSULTATION EUROPE 1982

It was felt in 1980 that perhaps the consultation in 1982 should take a different form in Europe. May I take the following proposal and trust that there will be adequate time to expedite it.

There will be four European meetings in four areas. They will be Orebro for Scandinavia, Gossner Mission for Germany, Lutheran World Federation for Geneva, and Baptist Missionary Society for United Kingdom.

0046-19-119360 100-137811 Orebro-Mission

Mr. Ingemar Berndtson: Could we set aside Tuesday 15th June for a meeting of folk from Tibetan Mission Norway, Finnish Missionary Society, Free Mission of Finland, and Santal from Denmark. Personally, I would arrive in time to be available on Sunday 13th June.

Mr. Siegwart Kriebel: Could you arrange to host a meeting of German Societies and Agencies to be held at your mission or at any place you would suggest. This meeting would be the 18th June, Friday. It would include Service Overseas, Evangelische Zentralstelle Fur Entwicklungshilfe, Bread for the World, and any others you might suggest.

Regarding Geneva, I will arrange this separately.

0044-1-935 1482 Mr. Drake

Baptist Missionary Society

Rev. Stanley Mudd: Could you host a one day meeting to be held Wednesday 23rd June either at BMS or any place you choose.

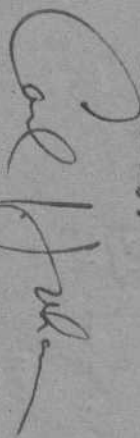
As soon as I can find agreement from the three of you I will follow through with letters of invitation to all of the agencies in Europe. I imagine people would arrive the night before the meeting and perhaps accommodation might be necessary for some, as in Scandinavia, Germany, and perhaps those who would come from Scotland and so forth.

The format will be a series of transparencies for overhead projector use, and a new set of slides. So, all that will be needed in terms of materials will be screen, overhead projector, slide projector, and perhaps a tape recorder.

CJG/wdt

Carl J. Johansson  
Executive Director

Sincerely,



Thank you for your cooperation, and please let me know your responses as soon as possible.

A blessed Christmas be yours and a wonderful New Year.

हवाई पत्र  
AEROGRAMME



Mr. Siegwart Kriebel

Gossner Mission, Gossner Haus

Handjerystrasse 19/20

D 1000 Berlin 41

WEST GERMANY

पत्राउनेको नाम र ठेगाना ।

UNITED MISSION TO NEPAL

P. O. BOX NO. 126

KATHMANDU, NEPAL

यस एरोग्रामिन् केही लागिपरेको सामानसँग डाँकबाट बढाउन गरिनेछ ।



Deutsche Postales (Dü, ffr) Nepal - Treffen, Postgest

Pool-Roy, Nepal, zu Bülles

6.5.81

WMN position in neues policy  
aber Fremdkörper, regierung angepasst  
neue Gruppen, sollte man nicht gleich unterstützen  
(Kulturschock)

Linden:

was wird jetzt mit WMN gefangen  
aber auf Studentenrevolution kann WMN keine  
Antwort geben

Vögel:


die Schloschke kann sich und seine Ideen nicht durchsetzen

Bülles:

EDB ist in der Defensive, Tor Hoegedal ist nicht mehr  
opinion leader

HSTB reißt die anderen mit  
aber EDB hat noch kein Konzept

was können wir auf alle Projekte Einfluss nehmen,  
was müssen wir konzentrieren

Kanta Bhowan als selbstorganisiertes Hospital ein  
Modell? 

Lidde: Baustoffe sind schlecht, elektr. Kabel sind schlecht

Vögel:

Stoff von Kanta Bhowan ist von HMG nicht ausstellbar  
(Zertifikates). Umschulung?

Bülles:

Teile umf noch die alten Hospitals integrieren in das  
neue Konzept

es hängt noch alles an Frau Hoegedal

was müssen wir tun, denn das Konzept ist fast

In Basismedizin haben Ausländer nichts zu melden  
Nepalisierung ist weit fortgeschritten.

Merkmal:

UN will und kann nicht total nepalisieren,  
denn sie will Einfluss behalten.

3/4 des Projekt Haushalts kommen aus BRD.

Bildung:

Arbin (Dü) nach Tansen, denn  
Medical Director Tansen wird evtl. Health Secretary  
nach J. Njogedol. Es verfolgt ihre Linie.

in EDB muß noch gelöst werden:

Hand weg von Handhaken!

Genau von Butwal: es muß ein 2. 100% oekonom. Hand sein  
gehalten:

Firmenstruktur zwingt Auftrags- und Arbeitsdruck

Merkmal:

kein 2. Hand sein, denn das wäre nur ein perfekter  
UN-Einfluss möglich, den wollen wir nicht.

Lösung:

Fast überall können keine Institutionen nicht verhindern,  
daß ihre Technologie zur Unterdrückung gebraucht wird

Das geht uns in Australien

Butwal ist Wasserfall, von guten Projekten in Anspruch  
genommen. Man kann ~~mit~~ sie nicht umwerfen

Education:

Education war der 1. Reformplan der Regierung

(die Minis waren noch keine Akademiker, empfanden den  
Mangel)

alle Schulen führen uns zum Fundament

bei UN ist immer amerikan. Erbes, das ist evtl. ein  
Zweck der USA.



Bildung  
Manöverbildung  
Strategie

Bildes.

in Education haben wir nichts zu machen  
in informal education wird keine Chancen  
des informal educator ist Fieberblatt, es weiß auch nichts  
Kurse:

Ausbildung in Indian Social Institute?

Zünden:

Konferenz Sucht in Indien!

kein informal educator von uns!  
oder nur nach Sucht!

Filippino ja!

Kontinuierliche Teilnahme am Board

Thy?

Lücke: vorheres HMG anfragen, ob es akzeptabel wäre

---

Nepal Postkast UHN-Treffen 30.1.81

Hielke, Koll, Kurre, Linder, Schenck, Bühler (die), Hinkel, Vögeli, Gröbel

Hielke: UHN = HMG-Agenten, entfernt sich von der Basis  
wächst

Kurre: UHN ist tatsächlich in Bewegung geraten  
aber beständiges Kommen und Verschwinden anbieten

Schenck: UHN hat beste Beziehungen zur HMG  
Basisarbeit ist daraus gefährdet

Kurre: Entscheidungen müssen in Dorfkomitees fallen

Hielke: Bevölkerung muß gehört werden

Linder: Änderungen im Präambel schriftlich nach  
Konsultierungen  
UHN-Politik hat Bourgeoisie geschaffen

Bühler: 1. Gornes-Papier  
2. Konsultierungen  
3. Schlüsselpersonen  
4. eigenes Verein

Kurre: HA nicht gleich in die UHN (Umarmung)  
peoples participation einüben!

Schenck: Dialog mit Nepales institutionalisieren

Kurre: Projekte spiegeln Policy wider  
was nimmt Einfluss auf Projekt-Planung?  
Grundratsammlung bilden  
steering committee, Beraterperson  
Board soll gebildet werden für Großprojekte

Schenck: Kerngruppe von unten in die UHN  
für solche Funktionen

Kurre: advisory committee muß auch Konsultationen



hülle: Workers conference - theol. Referenten  
theol. Diskussionen  
von 200 in: Headquarters  
Themen dafür aus dem Board

Kurz: es gibt nepalische social groups  
die treffen sich auch  
WTN beteiligt sich nicht  
z.B. marginal farmers  
drug dependent Nepalis

1982: workers conference } beauftragen:  
und Board } Auftraggeber für workers conference  
an Board

SATA: sein association for Technical Assistance

Executive

## DIENSTE IN ÜBERSEE

### Proposition for the Agenda of the Board Meeting from April 1 - 4, 1981

The following propositions are valuable for Dienste in Übersee as well as for the Gossner Mission.

1. We ask the Board Meeting to cancel the year plans for 1981 up to 1985 in favor of a general discussion of the agenda of the 80's, especially there are the following questions:
2. We would like to discuss together the question how the general objective to proclaim Christ by our activities can be made true by operational actions.
3. Could you prepare a list of all the organizations which are engaged in development activities together with a description of these activities.
4. Could we discuss in detail the personal policy concerning the participation of expatriates in comparison with the role which Nepalese can play ?
5. We would like to ask you to send us the documents which are subject of the Board Meeting three months before the meeting.
6. Could you give us information concerning the point BD 12 79 of the Minutes of the Board Meeting held in 79.

WU

28.1.

An die Herren

Kruse, BfdW  
Bühler, DÜ  
Vögeli, GM  
Lindau, AGEED

Berlin, den 26.1.1981

Sehr geehrte Herren!

In der Anlage senden wir Ihnen einen Beitrag der Church Missionary Society, London, zur Diskussion über die "Agenda for the Eighties" der UMN als Vorbereitung auf Ihren gemeinsamen Gesprächstermin am 30.1. bei BfdW.

Mit freundlichen Grüßen  
i.A. Lischewsky, Sekr.



## GOSSNER MISSION

Neue Telefonnummer  
030/83 10 21

1 Berlin 41 (Friedenau)  
Handjerystraße 19-20

Fernsprecher: (030) · 851 30 61 · 851 69 33  
Postscheckkonto: Berlin West 520 50 · 100  
Bankkonto: Berliner Bank, BLZ 100 200 00  
Kto.-Nr. 0407480700

ja Herrn Kruse, Brot für die Welt  
ja Herrn Bühler, Dienste in Übersee  
Herrn Benini, Evang. Zentralstelle f. Entwicklungshilfe  
? Herrn Vögeli, Gossner Mission  
? Herrn Dr. Leue, Christoffel-Blindenmission  
ja Herrn Lindau, Planungsstab AG-KED  
Mische  
Kriebel

*Abge*

18.12.1980

Liebe Freunde!

Hiermit möchte ich herzlich einladen zu einem Austausch über die "Agenda for the Eighties" der United Mission to Nepal. Wir halten es für nützlich und wichtig, daß diejenigen deutschen Organisationen, die sich in der UMN personell oder finanziell engagieren, auch gemeinsam über die Zukunft der Arbeit der UMN Gedanken machen. Dies scheint umso notwendiger zu sein, als nur zwei Organisationen, DÜ und Gossner Mission, Sitz und Stimme im Board of Directors der UMN haben. Da die andern Organisationen sich jedoch nicht unerheblich an den Kosten der Arbeit in Nepal beteiligen, sollten DÜ und Gossner Mission auch deren Anliegen auf dem Board Meeting mit vertreten können.

Falls eine der beteiligten Organisationen vor einem Jahr auf die Bitte der UMN reagiert und eine Stellungnahme für die "Agenda for the Eighties" abgegeben hat, wäre ich dankbar, wenn uns davon eine Kopie geschickt werden könnte.

Ebenso wäre ich dankbar, wenn Sie meine Bitte an die UMN unterstützen könnten und auch Ihrerseits darum bäten, daß die UMN alle Stellungnahmen, die auf dem von der UMN verschickten Formblatt oder wie auch immer vor einem Jahr auf den Aufruf hin in Kathmandu eingegangen sind, allen Mitgliedsorganisationen zuschickt und auf dem nächsten Board Meeting dafür noch einmal ausführlich Diskussionszeit einplant.

Denn zur Zeit arbeiten die Functional Boards bereits an Ein-, Drei- und Fünfjahresplänen, ohne daß die Grundsatzdiskussion (abgesehen von einem Referat von Carl Johnsson auf dem letzten Board Meeting) überhaupt stattgefunden hätte.

Zu Ihrer Information füge ich die Stellungnahme der Gossner Mission zur Frage der "Agenda" bei.

Nach Rücksprache mit den meisten von Ihnen wegen des Termins ~~lautet~~ dieser jetzt Freitag, 30.1.1981, bei BfdW, Stuttgart, 11.00 Uhr

Herzliche Grüße und gute Wünsche für Weihnachten und Neujahr,  
Ihr

*Liegewert Kriebel*

Church Missionary Society of U.K.  
Mr. Malcolm Warner  
157 Waterloo Road  
London S.E.1 8UU / U.K.

Mennonite Board of Missions  
Rev. P. Kniss  
Overseas Missions  
Box 370  
1711 Prairie Street, Elkhart  
Indiana 46515/U.S.A.

Mennonite Central Committee  
Mr. B. Lobe  
21 South 12th Street, Akron  
Penna. 17501 / USA

Japan Overseas Cooperative Service  
Dr. K. Iberagi  
551 Totsuka machi 1-chome  
Shinjuku-Ku / Tokyo, Japan

United Church of Christ in Japan (Kyodan)  
Japan Christian Center, Mr. T. Nara  
3-18 Nishi Waseda 2-chome Shinjuku-Ku,  
Tokyo, Japan

17.12.1980

Lutheran Church in America  
Dr. F. Neudoerffer  
231 Madison Avenue  
New York, N.Y. 10016 / USA

Dear friends,

Soon the next Board Meeting of UMN will be held in Kathmandu. And there the Agenda of the 80s will be discussed. This is the reason why I write you this letter.

A year ago all member organisations of UMN were asked to submit their understanding of the purpose, the goals and the strategies of UMN on one page. I had hoped that those contributions of the member organisations would serve as discussion papers on last Board Meeting in April, 1980. But what happened was, that Carl Johansson gave his interpretation of the preamble of the UMN constitution, and that was it. From the last minutes of the Executive Committee I gather that no further discussion on the purpose, goals and strategies seems to be planned, but rather the approval of plans for one year, three years, and five years for each functional board, as prepared by the staff in Kathmandu at present.

In my view such plans for the next years can not be made and approved unless a full and open discussion on the priorities and strategies of UMN has taken place. The preamble is now 25 years old. It is good and valid. But since then experiences have been collected in development work, an indigenous church is growing in Nepal, the situation in Nepal has changed in many aspects and our understanding of development work as well.

Therefore it is necessary to formulate an up to date development policy of UMN for the Eighties in the light of the preamble, before we can make plans for the next years. I regret, that these plans are already prepared, before this basic discussion has taken place. Nevertheless, I would like to propose such a detailed discussion for the next Board Meeting in April, 1981. It is meant as a step between accepting the preamble as the basis of UMN's work in Nepal and making actual plans for the next years. It is an evaluation of the experiences of the last 25 years and the ecumenical discussion on development during the same time, in order to formulate goals and strategies for the 80s.

If you agree with me, I propose the following steps to be taken:

1. Our organisations ask Carl Johansson separately, to include time for a full and detailed discussion of the Agenda for the Eighties on the basis of the contributions of the member organisations, in the next Board Meeting.



2. We also ask Carl to send the contributions on this subject, which have reached his office, to all member organisations before the next Borad Meeting.
3. Meanwhile our organisations exchange already our contributions to this subject for our own information.  
For a start please find attached Gossner Mission's statement.
4. Since I am new as Gossner Mission's representative in UMN, I would be thankful, if you could name other member organisations which may be interested in this discussion and could join our lobby.
5. Perhaps we can meet in Kathmandu just before the beginning of the Board Meeting on 31st March 1981.

It would be very nice, if you could react to this proposal before the end of January, 1981.

With best wishes for a merry Christmas and a blessed new year and looking forward to continue our co-operation in Nepal in the name of Jesus Christ,

yours sincerely,

Siegwart Kriebel

*encl. Apauke for the SO  
(GM comment)*



## Gossner Mission's Comment of UMN's "Agenda for the Eighties"

It is an exiting exercise to put your development philosophy into one sentence, diversify it into four goals and explain them by not more than four strategies. It forces you to set priorities. But it does not give you the chance to explain why you chose those and omitted others. We therefore want to add some explanations.

God has given us the chance to witness Him in Nepal by our special way of doing development work. Christians in Nepal (i.e. missionaries) are not recognised by their preaching, but by their particular view of development. This view can best be shown by the way how we communicate with people, much better than by the way how we solve technical problems. Our first point therefore is, that UMN should concentrate on working together brotherly with the people, rather than planning, constructing, and running big technical projects. This can be done by non-christian agencies just as well (including big hospitals).

The world is God's creation. We are therefore concerned to protect and develop man as well as nature. In order to become brothers and sisters for the poor, we have to join their struggle for satisfying their basic needs, i.e. food, health, adequate education, useful work beside agriculture, and respect as human beings. In order to fulfill God's will towards nature we have to preserve and develop natural resources in such a way, that we do not use them up for ourselves at our times. All our programmes have to reflect this double aspect.

God has created Nepal and the people living there. This includes the social and cultural heritage of the people. If we want to co-operate with them, we have to respect and develop their heritage, rather than destroying or replacing it. Surely all creation needs redemption, in Nepal as well as in our own home countries. But redemption does not mean extinction, not in our countries, and not in Nepal.

Man is God's beloved child and is created in God's image. Human development is the basis of all development. Christians should be most concerned to help other people develop their humanity to the full. It is here, where a christian organization can do most for the people. Let them experience the freedom of the children of God, let them find brothers and sisters in us. Do not do jobs for them as if they were children, but help them to discover what they already can do and how they can improve their own skills. Help them to develop their skills step by step, starting from where they are.

In such a process of development we shall learn a lot for ourselves and we shall have to change many of our attitudes. This is in order. For we are not the developed ones. We are the representatives of a technical world. This, to a certain extent, counteracts our christian witness. We have to learn how to be Christians in Nepal.

This concept of development puts big technical projects like factories, power stations, hospitals etc. at a low place on the priority list. There might have been a time, when UMN was the only foreign development agency in Nepal and therefore had to do even the big technical jobs. But today there are others.

Encourage people, especially the poor, to find God in their daily life, and you have been a missionary in Nepal.

Page

Name: Gossner Mission Date: 9.1.1980

## AGENDA FOR THE EIGHTIES

- I Given the basic statements in the constitution, try to write in a sentence the PURPOSE of the UMN.

UMN serves God and Jesus Christ by working together with the people of  
Nepal towards a just, participatory, and sustainable society, in which  
everybody can fully develop his God given humanity.

- II Out of the PURPOSE could you list some GOALS that you see give specific direction to the PURPOSE. However, without STRATEGIES to make possible the implementation of the GOALS, they are abstract and mere words; so under each GOAL list suggested STRATEGIES.

- A GOAL: Overcome poverty by satisfying basic needs in integrated programmes

STRATEGIES: 1 small scale food production with local resources  
2 community health programmes  
3 handicrafts and small scale village industry  
4 erosion control, afforestation etc.

- B GOAL: Overcome oppression by supporting peoples participation

STRATEGIES: 1 self-organisation of the people on local level  
2 training of the people in skills necessary for self-organisat  
3 planning of programmes with full participation of the people  
4 .....

- C GOAL: Overcome oppression by supporting social justice

STRATEGIES: 1 find and assist the weak parts of society  
2 ensure just distribution of the benefits of development  
3 join the struggle of the poorest for justice  
4 .....

- D GOAL: Overcome hopelessness by supporting full human development

STRATEGIES: 1 discover and develop the social and cultural heritage of the  
2 join the process of religious re-orientation  
3 give priority to human rather than technical development  
4 .....

Nepal Field Representatives of member bodies

(A tentative listing, with request for necessary amendments and additions at the Board Meeting).

BMMF: Nepal Regional Superintendent - Paul Spivey  
CMS, Australia and UK: Field Representative - Ruth Judd  
MCC: Nepal Unit Leader - Ed Miller  
O.M: Field Representative - Gunnel Borg  
RBMU: Field Secretary - Betty Young  
UMC: Field Secretary - Bill Johnson  
WMPL, Norway: Chairman - Asbjorn Voreland  
WMPL, USA: Nepal Conference Chairman - Jonathan Lindell.



*Childe*

*S. 32-37*

**MINUTES OF THE  
CONSULTATIONS OF  
UMN MEMBER BODIES  
IN EUROPE  
AND NORTH AMERICA**

**Dorking, U.K., May 27-30, 1980**

**Chicago, U.S.A., June 10-12, 1980**

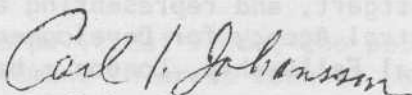
## INTRODUCTION

This booklet contains the digest of the May-June Consultations on Nepal held in London and Chicago.

Thank you to BMMF and to Lionel Holmes; also the Mennonite Board and Wilbert Shenk for making arrangements. Also Lionel Holmes, assisted by Paul Spivey and Theodore Manaen, are to be thanked for their secretarial functions. A special Thank You to Theodore Manaen for printing jointly the two minutes and observations to be circulated to attendants and agencies.

One was grateful for the positive and creative openness that made possible an in-depth discussion as well as identifying the areas that need discussion.

Thank you for the privilege of serving Jesus Christ in Nepal together with you.



Carl J. Johansson

Executive Director of UMN

MINUTES OF THE CONSULTATION  
OF THE EUROPEAN MEMBER BODIES

May 27-30, 1980

UMN member-bodies represented:

Baptist Missionary Society, London - Stanley Mudd  
BMMF International (UK) - Arthur Pont, Lionel  
Holmes (Secretariat)  
Church Missionary Society, London - Molly Shaw  
Church of Scotland Overseas Council - William  
Murison  
Finnish Missionary Society - Seikku Paunonen  
Free Church of Finland - Riitta Siikanen  
Gossner Mission, Berlin - Siegwart Kriebel  
Leprosy Mission, London - Philip Collier  
Methodist Church Overseas Division - Rachel  
Stephens  
Orebro Mission, Sweden - Ingemar Berndtson, Jean  
Malm, Erling Wennemyr  
Presbyterian Church in Ireland - Godfrey Brown,  
Cyril Young  
Regions Beyond Missionary Union, London -  
Margaret Owen  
Swedish Free Mission - Sven-Erik Grön  
TEAR Fund, London - Rosemary Cole, Jennie Loughlin  
World Mission Prayer League, Norway - Asbjorn  
Foreland (rep also for NORAD)

Non-member-bodies represented:

Bread for the World - Murray Culshaw (London), Ur-  
sula Moll (Stuttgart, and representing also EZE;  
Protestant Central Agency for Development Aid)  
International Nepal Fellowship, London - Martin  
Westacott

Carl Johansson     )  
Paul Spivey         ) - UMN, Kathmandu  
Norah Vickers - Redcliffe Missionary Training Col-  
lege, London



Agencies unable to send representatives:

Apostolic Church in Denmark  
Christian Aid  
Council for World Mission, London  
Dienste in Ubersee (Committee for Service  
Overseas), Stuttgart  
ICCO (Inter-church Co-ordination Committee for  
Development Projects), Holland  
Swiss Friends for Missions in India and Nepal  
World Council of Churches

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The Conference took the form of plenary sessions throughout, chaired by a different convener each day. The UMN Executive Director led most of the discussion with the use of visual aids and reports, copies of which were supplied to each delegate. Page references in the report refer to these.

1. The Secretaryship for the Conference was entrusted to Lionel Holmes, assisted by Paul Spivey.

2. After a preliminary exposition of notes on the Foundation and Purpose of the UMN (pp 5-7), the Executive Director described the political and church situation (pp 8-9), referring particularly to impressions noted at the recent constitutional Referendum.

On the political front, the possibility of UMN involvement in areas such as corruption and unjust administration was raised. It was felt that UMN workers, as guests of the nation, could not become involved in party political issues, though certain aspects of UMN activities inevitably had political implications. In Hindu

society, political, religious and social issues were usually inter-related, and issues of development, for instance, often involved all three areas.

It was however stated that the Referendum was perhaps more purely political: it had taken place as a result of student strikes and demands, in which others--such as paramedical workers and farmers--had joined, and which had affected certain UMN institutions, as well as those of HM Government. It was recognized that young people in Nepal were a restless 'elite' who lacked representation, and also the religious inclinations of their elders. Much of the feeling demonstrated at this time was felt to be understandable, and its very demonstration was a healthy sign. The Referendum result itself was a sign of Nepal's desire to assert its independence as a Hindu kingdom, defying any wish by a neighbouring country to absorb it.

3. On the church front, the relationship of UMN to the Nepal Christian Fellowship (NCF) was discussed, and the absence of financial or administrative links was stressed. It was recognized however that UMN had a duty to strengthen and support NCF, and the conference felt that a statement should be made by UMN explaining its relationship with NCF, emphasizing that no member of UMN should attempt to introduce denominational emphases.

It was commented that the Church in Nepal had the great advantage of being entirely non-denominational. Fears were nevertheless expressed that this 'unity' was somewhat fragile, and that it could be endangered in various ways--not only by spiritual issues, but also more basic ones such as money; particularly when

funds were received from overseas in excess of need, a 'stumbling block' could be created. (It was considered that funding for NCF was best done through UMN member-bodies than through UMN itself.) Further, in regard to unity, it was suggested by some that the proposed NCF Constitution currently being circulated for signature by local congregations in Nepal might be too rigid--at least one group was reported to be reluctant to sign. Again, on the subject of denominations, it was feared problems could arise in this area once the Nepali Church wished to become related to the Church in other parts of the world.

Turning to church property, concern was expressed about the individual ownership of the buildings or premises used by NCF for its gatherings. No solution seemed available since the formation of a trust for this purpose would simply invite Government investigation and possible restrictions.

There was considerable discussion on theological training, an area in which the Nepali Church needed help. NCF was seen as the most obvious channel for this, and TEE the best method, with the availability of material from India. It was pointed out that, of a group of 45 TEE students from the Kathmandu Valley, none had completed the course, but some were now leading congregations quite competently. Nevertheless, it was right that the Church in Nepal should reflect on the various systems available rather than settle for one imposed upon them, using what were (at least partly) Westernized methods. The suggestion of mobile Bible schools was made.

On a cassette tape, played at the opening of this session, both Pastor Karthak and Mr. S. Sodemba had stressed the need for cooperation with UMN personnel, and it was felt this was best achieved



by the participation of foreigners, spread as widely as possible, at the local level, helping with Bible teaching, in house groups, and by personal testimony. All this presupposed an adequate grasp of the language.

4. **PERSONNEL.** The Executive Director presented the charts on pp 14-16 and 20-23 and explained them. Questions were asked about the number of Nepali employees in decision-making posts, and the average length of service of career missionaries in Nepal. The Executive Director himself stressed the need for single female counsellors, noting the large number of single lady missionaries in UMN. Principal points which emerged in discussion were:

Nepalization: UMN should be seeking to train and appoint Christian Nepalis to leadership posts. Which posts exist for which Nepalis, rather than expatriates, should be trained? Should those currently serving as Board Appointees be given further training or retraining for some of these posts?

Desirable qualities in mission candidates: These should include 1) Christian commitment and evidence of this in the 'native' environment. 2) Flexibility. 3) Sensitivity. 4) Adaptability. 5) Humility and a respect for others. 6) A strong link with a supporting church. 7) An appropriate qualification--possibly more than the minimum required. 8) A willingness to set aside some aspects of this qualification.

Job descriptions: Various opinions were expressed about the value of these; while useful for recruiting, they needed to be used with care and to emphasize attitudes and qualifications rather than specific tasks to be performed.

Language & Orientation: September 1st would be a better starting date than August 1st for British candidates, whose training college term ends in July.

Language study: Suggestions were made about the need to tailor study to the length of service, and to avoid it becoming too formal or extended. Immersion in a 'life situation' was recognized to be better than sessions with a teacher, although it was realized that certain work situations (e. g. hospitals) could give one too specialized a grasp of the language.

5-7. FINANCE. The Executive Director presented the charts on pp 26-32 and the tables on pp 34-40. The distinction between capital sums required and running costs was not always clear, while certain major items, such as the nursing school at Shanta Bhawan Hospital or the Patan Hospital Project, needed to be kept separate to avoid distorting the statistics with amounts out of proportion to normal levels. The use of motor vehicles was commented on, and it was emphasized that this was kept at a deliberately low level. However, the use of vehicles at certain locations, such as Jumla and Okhaldunga, could save the considerable cost of chartering aircraft.

Overall, the presentation of finances was considered somewhat complex in its present form, while the figures given needed comparative figures for preceding years to give useful information.

8. HEALTH. Most of the discussion dealt with the place of Community Health, as seen in the programme at Lalitpur, and others at Okhaldunga, Gorkha and Palpa, all at various stages of development and involving the life of the local communities. Sophisticated technology and imported

equipment were seen as a threat to the basic simplicity of the health program, but equipment that was essential was imported from India when possible. The changing role of UMN in community health was noted in increasing cooperation with HM Government: as Government health posts penetrated more remote areas, so UMN was pioneering less in such areas and working more in conjunction with Government health posts. A particular emphasis lay in the provision of good basic facilities promoting better health, such as proper water supplies, latrines, etc. The concept of 'demonstration areas' was explained, and the importance of gathering statistical data in seeking solutions to problems, whilst linking up with agricultural and medical advisors.

9. ECONOMIC DEVELOPMENT. The scope of economic development lay more in the agricultural than in the industrial sector. Aspects of individual programs were described, and the importance of new techniques--such as tunnelling for irrigation and power generation--and resources--such as gobar gas, which had saved many trees. Timber itself involved a major area of new development, calling for foreign expertise: the use of wood had yet to be controlled, since too much was being burned as fuel, although planting was in excess of plywood demand. Development of the technical training institute at Surkhet, requested by the Government, was also described.

A principal need in this area was for Rural Development Workers (RDWs), and vacancy lists were requested, along with job descriptions, because different types of RDWs were needed, with different qualifications: not all would need to be of graduate level, for instance. General orientation and language mastery would be needed, since



RDWs would find themselves involved very much in 'risk' situations. The subject of marital status was raised: despite the difficulties of bringing up a family in such an environment, children could often be a bridge between the worker and those he was sent to serve.

A current development was community motivator training, and the possibility of sending Nepalis overseas was considered, to the Philippines or Indonesia; it was mentioned that the CCPD in Geneva had backed a training programme in Indonesia.

Finally, it was suggested that research was needed of the ways in which the creation of wealth would be better understood.

10. EDUCATION. The aim of UMN's educational role was defined as: "To provide for and assist the development of the people of Nepal with a priority to minority groups in remote areas..." The functioning of the role was seen on two main levels:

a. Scholarships: These were originally provided for the training of UMN employees in particular fields, and 'in-service' training is again receiving greater emphasis. Sponsorship programmes were less favoured, but a leaflet setting out specific needs and opportunities would be welcomed to assist funding. It was remarked that scholarships had the danger of 'detaching' people from their surroundings, and even their actual jobs--hence the value of in-service training. A carefully defined programme of scholarships was requested for training present and future leaders in each sector of work. Block grants would be easier to administer locally.

b. Non-formal education: This was defined as

the provision of 'know-how' by means of communication, using people described as 'animators', through methods already familiar to community health staff. There was a need to be creative and only use what was locally available. Instructional material was being developed, but personnel (preferably Nepalis) to demonstrate such methods had to be trained and placed. UMN had a vacancy for a teacher of communication skills.

The wider scope of teaching was discussed, and it was felt that much of the system's current orientation needed to be changed. Many institutions were producing low-level Government employees, and this was having a negative impact on the country's development. Students needed to be helped to think for themselves, and what was needed was a basic education and then to 'break outwards.' New techniques might have to be sought and possibly a totally new system evolved. Nepal was a predominantly agrarian society, and the problem of families returning to the land after an education had to be overcome, since land was being divided too often.

Poorer people also needed education, but this would bring the problem of reintegrating them into their society again. This would involve financial assistance, which would need to be offered with a minimum of publicity, by private consultation and assessment only. A scholarship committee was suggested.

The effectiveness of UMN placing individual personnel in schools as against running complete schools was debated, and it was felt that an individual's influence was more effective in terms of value per staff member,

but that a concentration of staff could be strategically valuable in certain situations.

The session concluded with a discussion of communication media, in which the TWR transmitter was considered strategic. NCF was operating a Bible correspondence course with supporting literature and Bible portions. The complete Bible was available in Nepali.

11. PROGRESS REPORTS. Certain points arose from the progress reports, the two major ones being:

a. Asianization: Discussion was on the mechanism possible for recruiting Asian members into UMN. Those of 'mainline' denominations would enter through existing member-bodies, but it was desirable to avoid sudden growth in the number of member-bodies.

b. Per capita grants paid by member-bodies to UMN: While the inevitable increase of these was accepted, disappointment was expressed about their level by one delegate. The question was raised as to whether this could be related to the individual allowance paid to each missionary, the equivalent of three months' allowance.

FINAL ASSESSMENTS. In the concluding session, delegates were asked for their views on the conference, and points for future guidance. Many points of appreciation were expressed, in particular on the size of the conference--about 25 delegates. It was agreed to continue to have such conferences, both for UMN's benefit as well as for that of the member-bodies, though the precise frequency was not agreed. Timing in the annual cycle of meetings was important, especially since the present conference had followed very closely on the Board meetings, and the Kathmandu office had



had to work very hard to produce the diagrams and charts. Mid-June might therefore be better. A single gathering for European member-bodies was desirable, as a benefit of this one had been the wide 'forum' in which the affairs of the UMN had been discussed, and the strengthening of links between the member-bodies which had resulted.

More information was required by missions and it was felt UMN could make its needs more widely known. Financial information could be simplified and recent Board decisions could be publicized.

UMN was seen as a highly distinctive entity, providing a unique model for different purposes. UMN and Nepal itself provided exceptionally clear patterns of Christian development, with the unity of missions and lack of denominations, a period of suffering and then one of growth. UMN also provided clues for aid organizations needing to draw on the funding experiences of others, and for encouraging such organizations to communicate with each other more.

Summing up, the Executive Director defined the overall roles of UMN as service (diakonia), proclamation (kyrigma), and fellowship (koinonia). Service was in the name of Christ, proclaiming Him by word and life, thus strengthening the fellowship of the universal Church in its total ministry. To fulfill these purposes, various strategies were called for, raising theological issues of what UMN was and did. Communities such as TRACI in New Delhi or CISRS in Bangalore, India, could be consulted on these. Various 'cutting edges' of UMN were identified--health, community and economic development, non-formal education, etc.--but people, rather than projects, were the key to forming personal relationships. Delegates analyzed the matter differently, but UMN's

philosophy was formed by its workers on the spot, although modified by certain constraints, such as the availability of funds and Government policy. Nepal was a society in which an understanding of one's God-given humanity had to be developed to the full, to the overcoming of poverty, injustice and oppression, culminating in reconciliation with God, whose eternal purposes had been woven into the fabric of UMN (see diagram on p. 4).

The conference closed after a time of corporate prayer.

MINUTES OF THE CONSULTATION  
OF THE NORTH AMERICAN MEMBER BODIES

O'Hare American Inn, Chicago, USA

June 10-12, 1980

Present:

R. W. Beaver--American Baptist Churches  
Duane A. Olson--The American Lutheran Church  
Harriet Bryant--Assemblies of God  
T. Laurence and Margaret Wynne--Bible and Medical Missionary Fellowship  
Lila McCray/Herbert Burdsall--Church World Service--CROP  
Earle F. Roberts--The Presbyterian Church in Canada  
E. F. Carey--The United Church of Canada  
Jiro Mizuno--The United Methodist Church  
Carl J. Johansson--United Mission to Nepal  
Stanton Wilson--The United Presbyterian Church  
Dan Martin--World Concern  
Theodore Manaen--World Mission Prayer League  
Wilbert Shenk--Mennonite Board of Missions

Guest:

Jim Lorenzen



## AGENDA ITEMS FOR EUROPEAN AND NORTH AMERICAN

### CONSULTATION ON NEPAL

1. Selection of Secretary for the Consultation.
2. Review of political situation.
3. Review of church situation.
4. Review of personnel and personnel needs.
5. Review of recurrent costs and projected needs.
6. Review of capital spending and projected needs and areas of critical shortages in capital.
7. Review of the concept of program funding.
8. Review of Health Services:
  - a. Hospital--1) Commission on Institutional Health Care.  
2) Growth and potential.  
3) Patan Hospital Project.
  - b. Secondments.
  - c. Community Health.
  - d. Para-medical training programs, including nursing.
  - e. Government relationships.
  - f. Structure and administration.
9. Review of Economic Development:
  - a. Butwal, BTI and DCS.
  - b. Andhikhola.
  - c. Dhankuta/Surkhet.
  - d. Rural Development--1) Staff.  
2) Areas of involvement.
  - e. Miscellaneous.

10. Review of education:
  - a. Schools.
  - b. Secondments.
  - c. Materials development.
  - d. Jumla.
  - e. Non-formal education, culture, and LOP.
11. Progress Reports:
  - a. Asianization.
  - b. Children's Hostel.
  - c. Nepali salaries.
  - d. Seminars.
  - e. Spirit of the country.
  - f. Scholarships.
  - g. Inflation and costs.
  - h. Agenda for the 1980s.
  - i. Structure of Board and Mission.
  - j. Institutional implications.
12. Nature of administration.
13. Other items for agenda from member bodies.

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Theodore Manaen was appointed to be the recording secretary. The sessions each day were chaired by different member bodies. Prayer and devotions marked the opening and closing of the sessions.

## AGENDA

After a round of introductions of the members present, the agenda as prepared by the Executive Director of the United Mission to Nepal was accepted. Presenting his overview of the total ministry of the UMN, Executive Director Rev. Carl Johansson pointed out that although the consultation was not a legislative body, its importance cannot be minimized. The deliberations of the consultation and the consensus that emerged from these deliberations can really provide guidelines for the operation of the UMN. Carl also pointed out that in the life and ministry of the UMN, it was exciting to note the unique phenomenon of different societies and mainline denominations working together in the unity of the Spirit.

## GREETINGS FROM EUROPEAN CONSULTATION

Carl also took the opportunity to bring greetings from the European Consultation. He also drew the attention of the members to a color-coded volume containing agenda papers, many statistics, charts, documents and position papers. (This represents a sizeable effort and Carl deserves our thanks.)

## PURPOSE AND THEOLOGY OF THE UMN

Explaining the purpose and theology of the UMN, Carl said, "The basic purpose of the UMN over the years has been to minister to the needs of the people in Nepal in the name and spirit of Christ (diakonia), to make Christ known by word and life (kyrigma), and to strengthen the universal church and its total ministry (koininia).



Carl made extensive reference to the constitution of the UMN and very clearly explained that the cutting edge of the various ministries of UMN is integrated rural development. He also underlined that the fundamental purpose of the UMN is training the people of Nepal in professional skills and for leadership positions.

The undergirding element of the theology of the UMN which binds the fellowship together is the lordship of Jesus.

#### AGREEMENT WITH HMG SIGNED

Carl punctuated his opening comments by informing members that during the London Consultation the glad tidings had come that the UMN agreement with the HMG had been signed on the same day it expired. Five more years of open doors of service in Nepal!

#### TRAINING OF NATIONALS

Speaking on the theme of training nationals, Carl said, "We need to put Nepalis in places of decision-making and this is an area in which we are seeking to move quickly and consistently." Comments were made by some members that into the purposes of the Mission should be woven a dimension of mutuality in missions, sharing the mission together with the Nepali Christians and the Christian community in Nepal. Greater participation of the Asian Church in the UMN was emphasized.

#### TAPED INTERVIEW WITH TWO CHURCH LEADERS

The second day began with taped interviews that Carl had with Mr. S. Sodemba, Chairman of the Nepal Christian Fellowship, and Rev. Robert Karthak, Pastor of Gyaneshwar Church. Both leaders of the Church in Nepal underlined the need of cooperation

between the expatriate missionaries and the local church. Both men emphasized that the Nepali church was growing rapidly and the greatest need lay in the area of leadership for her. A conservative estimate given by both men put church membership between 6,000-7,000. Robert Karthak admitted that the missionaries had limitations in their evangelistic work. They could not preach the gospel openly but they could be part and parcel of the local church and help in Bible study, as well as participate in house fellowship and prayer meetings.

Among other things, Robert Karthak emphasized two things: 1) Missionaries representing different denominations should not push their denominational biases; 2) Any financial transactions relating to the church should be done with the local church bodies or with the Nepal Christian Fellowship. He counseled, "Don't pad an individual Christian's pocket with special contributions."

#### NEPAL REFERENDUM

Reflecting on the referendum held in Nepal, Carl said that the Nepali Christians gave themselves to a vigil of prayer for Nepal and its leaders on the day of voting. His second impression was the sense of honor and reverence displayed by the people for the institution of the ballot. Thirdly, he said that the result of the referendum in favor of the *panchayat* system was received by the people with great discipline and good spirit. Much apprehended violence never occurred.

Concluding his remarks, Carl said that there was time yet to strengthen the hands of the Nepali brethren in the ministry and attending responsi-

bility.

### FINANCES FOR THE NEPAL CHRISTIAN FELLOWSHIP

The subject of providing some financial resources for the Nepal Christian Fellowship was discussed.

There is always the possibility of an individual missionary or a member body being "turned on" by some need of the church. In order to avoid unnecessary complications, it was broadly agreed that by common consensus a coordinator be appointed to keep in touch with the NCF to coordinate the financial assistance from different sources to meet the various needs of the Church of Nepal. A footnote was added to the discussion on this subject: "We can be supportive of the Nepal Christian Fellowship rather than adding to the burden."

### THE CHANNELING OF PERSONAL FUNDS

A question came up regarding missionaries funneling their personal funds into mission projects or any other work. The tendency of some missionaries being a pipeline for money was to be discouraged. Carl pointed out that the first rule is that a missionary can give only \$8 from his/her personal money to the local work at a time. The second rule is that a missionary can not give to any capital project, except what has been authorized by the Finance Committee. Of course, there is no restriction to making contributions directly to the UMN.

It was made clear, however, that missionaries are free to contribute to the local Christian church and to Christian organizations (such as the Bible Society) through approved channels.

Carl then read a statement on the relationship of UMN to HMG. UMN does not deal directly with the HMG on a ministerial level. Most of the dealings are with the civil service. A good relationship



is maintained with the civil service and it has appreciated the motive and the continuity of the service of the UMN for the past 26 years. The government had recognized the UMN as a Christian mission, living and working with integrity within the mutually accepted constraints.

In a spirit of fraternal relationship and in an attitude of constructive criticism, the UMN can always refuse to accept a program suggested by the government. The UMN always has as its priority to serve the poor and the disadvantaged. Today the doors are open to remote areas and villages such as Jumla.

#### LONG-TERM PERSONNEL

Carl referred to the growing necessity of long-term personnel for development work, and explained that long-term commitment means a minimum tenure of five or six years of service in Nepal. This will mean that a worker will serve for the first term and be open to serve a second term.

For such a long-term tenure of service, there would naturally be need of thorough language study and better orientation to the culture of the people. Speaking on this issue, Carl said that a fresh policy of language study now determines what the period of study should be for a missionary on the basis of the nature of his/her assignment. For example, a village worker would need a language study of 9-12 months. Others who are on a short-term basis and those who are going into administration would need only four months of language study.

#### UMN WORKERS AND THE NEED OF COUNSELORS

Through various charts Carl gave us statistics of expatriate and national workers serving under the

UMN and its various projects. A number of interesting charts were shown to indicate the number of board appointees, direct appointees, number of Nepali staff members, number of missionaries from each member body, the average age of missionaries and the number and type of approved posts. There are 1,556 Nepali workers and 208 expatriates on the staff of the UMN. The total approved posts as of May 1980 stood at 298, out of which 179 are filled.

There are counselors for the missionaries as a whole, but the specific need of single women, the majority of whom are nurses, remains to be met. Carl underlined the need of teaching counseling to project directors and functional secretaries, even if it were some sort of mini-courses. These might help them tremendously to learn the art of listening, as well as other imperatives of counseling.

Explaining the different categories of the approved posts of the UMN (which are health service, education and economic development), Carl said that personnel in all three areas are needed. Now with the new area in Jumla opening, there will be an increasing need of teachers, medical workers, hostel supervisors, farm managers and many varieties of workers.

#### THE CHILDREN'S HOSTEL

The children's hostel now has a missionary couple having made a commitment to serve for three years. The hostel is under the administration of the UMN and is cared for by the Education Board. During the past years there have been only two resident children, but efforts are being made to upgrade the hostel for service to children whose parents are in remote places. The hostel is in need of financial support.

## THE NEED OF NON-FORMAL EDUCATORS

Carl explained in great detail the working of the Education, Health Services and Economic Development sections and the need of personnel in each area.

Two things that came out sharply were the need of non-formal educators which really means teachers with excellent communicative skill, and that a very well written job description for every post be provided to help the sending agency to look for and sponsor the right kind of people. The total picture at present shows:

Economic Development: 92 posts--45 filled  
Education: 52 posts--25 filled  
Health Services: 135 posts--93 filled

## THE NEEDS LIST

The necessity of writing a list of personnel needs was discussed. Priority needs should be clearly laid out and whenever a position is filled, as far as possible, member bodies should be informed immediately so that they do not end up finding personnel for slots that are already filled.

## NEPALIZATION

Reference was made to the talk of Nepalization of the staff. There seemed to be possibilities of some Nepalization in education and economic development departments. But extensive Nepalization in health services might be too heavy a burden financially.

Members expressed the desirability of making long-range planning of 15-20 years and then walking backwards to our time to gain a more realistic



view of the projects in terms of doing things in anticipation of what is likely to happen after 20 years.

### SHANTA BHAWAN HOSPITAL

The future of the Shanta Bhawan Hospital was discussed. After the Patan Hospital is completed in the middle of 1982, Shanta Bhawan may have to be phased out.

The UMN board suggests four possibilities for the future of Shanta Bhawan: 1) that Shanta Bhawan be handed over to the Hospital Association in Nepal; 2) that it be run on a reduced basis; 3) that it be given to some other association--for example to the embassies if they want it; or 4) that it be closed down on a phasing-out basis.

### IN-SERVICE TRAINING

In-service training was considered to be one of the ways of providing needed staff at the hospital. The question also came whether promising Christian young men and women could be provided scholarships for higher technical training from the non-UMN sources. (Such scholarships can come from missionaries' work fund.) Thus properly trained Christian men and women will be able to take leadership positions in various projects in future years.

### THE SCREENING PROCEDURE

Discussion was held on the screening procedure for missionaries. Sending agencies should take adequate pains to screen the candidates in terms of qualification, motivation and their Christian faith; and then they should sponsor a candidate only after they are fully satisfied about overall

suitability. Carl pointed out that the UMN office may raise questions at times about some candidates, not because they doubt the integrity of a member body, but because of the appropriateness of a candidate in the first generation situation in Nepal and its culture. There is always a need to be sensitive to the Nepali Church and make efforts to enter into a deeper relationship with them. The UMN has full confidence in all its members. The common denominator for all the missionaries is a commitment to Jesus."

### THE FUTURE OF UMN PROJECTS

Comments were made regarding the future of many of the UMN projects in Nepal. All projects have a terminal point. It may be possible for some Nepali institution or institutions to take over some of these projects in the future, or that in the providence of God it will be the Christian Church that will be in a position to continue the work.

### THE BUTWAL CASE

Carl then gave a brief review of the Butwal case in which a number of believers were arrested for a public confession of their Christian faith.

The strategy of the believers in this context was discussed. The position that the believers preferred to take is that they would seek legal counsel and pay the bail, and that they would accept the award of the judge without a spirit of fight. Of course, they will appeal to the country's highest court. The believers strongly believe that in no way ought they betray their trust in the country by trying to prime people in Europe and America to write to their congressmen and put subsequent political pressure on the HMG.

Carl shared that he had the occasion to meet the church leadership in Kathmandu and he said the primary item on their agenda was "How do we maintain the virile strength of the Church after religious freedom comes?"

He then shared at length the thinking of Christian people and also the testimony of the late San Ruohoniemi. Through his personal witness San had led several people to the Lord.

#### INTEGRATED RURAL DEVELOPMENT

Reflecting on his deep passion for integrated rural development, Carl said he believed that one of the greatest needs remains the development of a biblical theology that centers on "redemption for development." He said development has to center in Christ's redemption.

As an interlude, Carl showed some recent slides of Nepal in a series called, "The Hills of Hope." It was a very interesting presentation, particularly some of the fine pictures of Jumla. Theodore Manaen was requested to secure duplicates of the set of slides and make them available to the members desiring to have them.

#### TAPED INTERVIEWS OF THE THREE FUNCTIONAL SECRETARIES

Taped interviews with the functional secretaries of the Education Board, Economic Development Board and Health Services Board of the UMN were played. The functional secretary of the Education Board focused on the need of training people particularly on college level by providing scholarships. He also spoke about providing missionary teachers in local schools. He laid emphasis on the need of non-formal educators who can teach both the missionaries and the Nepali teachers to be skilled communicators.



The functional secretary, explaining the position of the Economic Board, said that the present emphasis was from industrial engineering to rural agricultural development. This, he explained, did not mean that industrial production will be discontinued. Both in Surkhet and in Jumla there will be opportunities to start rural oriented industrial centers. There is a possibility of cooperating with the HMG in integrating many rural projects in areas of UMN involvement. The need of long-term personnel who are aware of community development and have agricultural and rural development bias and who can identify with people's aspirations are needed to work the whole concept of integrated rural development. The integrated rural development committee which started in April 1979 will play a major role in giving meaningful direction to the work of the Economic Development Board in future years.

The secretary of the Health Services Board said that the movement was from institutional health care to community health programs. Each of the hospitals has community health programs, through which the people's needs are met in the most appropriate way--in that people themselves take an active part in their health care. The stage was set, too, for an increasing partnership with the government in the planning of health care. "Such participation with the government existed both in the educational and the economic development fields." The critical needs of the Health Services Board are really for a wide range of medical workers. A pathologist is urgently needed, but the greatest need is really for workers who are prepared to lay down their professionalism and be prepared to work with a deep sense of Christian dedication, and to work creatively under Nepali leadership. People who are prepared to pour themselves out to serve the people of Nepal are needed.

Another aspect that came out clearly was that Christian witness is not tied up to the power and control that the Mission has over the money.

### THE ADMINISTRATION OF THE MISSION

The executive director pointed out that administration costs had not gone up in the last five years (in spite of inflation). What had gone up was Mission-wide expenses, which reflect the sharp rise in rentals. This is one of the reasons why the per capita grant from member bodies is being raised from \$600 to \$800 in 1981. Of course, the inflationary spiral has pushed costs upward in most of the areas.

The largest single expenditure was in medical projects. Unlike economic development, rural development workers will not be productive money-wise, so the costs will escalate in the area of rural development. Of course, these costs will not be institutional costs. Views were expressed whether, because of increasing rentals, it would be advisable to put up some buildings. Carl explained that the Mission is not allowed to own land in the country. The need of the hour is to lower the standard of living. The possibility of renting hotels for combination office and housing was being considered.

The matter relating to perimeters on rent was discussed and the consensus was that in the event of any question of supplementing the rent over and above the prescribed rentals, the negotiations should not be between the concerned missionary and his/her mission board, but between him/her and the UMN. Generally speaking, all requests--whether they are for supplementary rent, or for vehicles or for any such thing--should always come through the UMN. It was explained that the recurring costs of the Mission had three sources: 1) The per capita grant from

- member bodies; 2) Through special grants; and 3)  
The interest income from the investment of capital reserves in Chase Manhattan Bank.

### UMN FUNDS

Through a chart showing UMN capital funds allocations for 1978-79, it transpired that the Education Board has the least recurring expenses because the recurrent is handled by the government. The Education Development Board also has a smaller allocation because the industries under this board are self-supporting. The Health Services Board has the largest allocation (about 55%) because of the institutional health care and the nurses' training program at Shanta Bhawan. The mission-wide and the headquarters, though not self-supporting, did not have large allocations (between 3.5% to 4.9%).

The UMN capital fund allocations in 1979 are in the sum of Rs. 9,657,700 as against Rs. 3,459,500 in 1978.

The UMN General Fund allocations for 1978-79 are as follows:

1978--Rs.	2,053,300
1979--Rs.	2,168,200

Various charts were presented to show the UMN expenditures by different "Functions," the UMN Askings by Regional Projects, the UMN Askings by Development Category, and a statement showing the UMN expenses for 1979 amounting to Rs. 30,582,813.

A donors' list was also presented showing the receipts for 1979 and the promise for 1980. The budget for 1980 shows a figure of Rs. 74,433,501. The projection for the 1981 budget is Rs. 38,937,650. The UMN 1980 capital funding shows a figure of Rs. 17,592,424.



The members appreciated financial reporting with the help of charts and diagrams and suggested that such a method should be projected in the annual meetings. Members also expressed the view that one or two basic documents, such as several years of comparison, would be helpful to give a feel of the movement of the present picture.

### SCHOLARSHIPS

The subject of scholarships generated a good deal of interest in the members. In the entire objective of the Nepalization of the staff, scholarships can play a very important part. Questions were asked on how the funds could be made available to deserving students and who would be responsible for the screening of such students. The suggestion that someone from among the North American member bodies be appointed as a coordinator was not followed up. The good offices of the Nepal Christian Fellowship were considered as a possibility in the matter of screening. No decision was made. Following on the subject of Asianization of the UMN staff, Carl strongly emphasized that the cutting edge of the UMN's ministry in Nepal is indeed the Asianization.

### PER CAPITA GRANT BY MEMBER BODIES

The resolution (DD/11/80) on per capita grants reads as follows: "a) that from January 15, 1981, the amount of per capita grant be raised; b) that the amount be set at \$800 (US) or Rs. 9600 (NC) on the basis of fixed relationship between the US dollar and the Nepali rupee, understanding that in the event of devaluation of either currency, the higher figure will be the accepted one as the per capita grant figure. If this devaluation is excessive, the Finance and Executive Committee will make a recommendation to member bodies regarding a new

figure for the grant."

#### RELATIONSHIPS BETWEEN BOARD/EXECUTIVE COMMITTEE/ FINANCE COMMITTEE AND THE ADMINISTRATION

Speaking on the relationships between the board, the executive committee, the finance committee and the administration, Carl pointed out that as the executive director his responsibility is to carry out the decisions made and policies adopted by the board, the executive committee and the finance committee. On the other hand, he is the administrative officer of the structure that implements the actions.

In order to keep the board members properly informed, Carl has used the device of sending regular progress reports to them. In order to consider policy matters, he believes that periodical regional conferences and occasional conferences are advisable.

A question arose whether there was any legal requirement to hold the executive committee meetings in Nepal. There seemed to be two considerations: First, the UMN is incorporated in Nepal, and second, a good number of people (8 persons) of the executive committee is serving in Nepal.

Carl explained the new procedure for the meetings. Meetings are now held at Blue Star Hotel, where 60 people can be conveniently housed. The meetings begin on Thursday evening with dinner together, followed by brief greetings from each of the functional secretaries, and basic instructions for the meetings. Formal meetings would begin the next morning. The different groups would meet separately and then come together with resolutions necessary to achieve what needed to be done in terms of broad policy.

It was also pointed out that the board of directors were no longer "rubber stamps," and a healthier situation now prevails.

Gratitude was expressed that in the past year the executive director had kept the member bodies well informed with communication from the office through progress reports and other communications on issues that were confronting him.

The suggestion was made whether a request could be made to the executive committee to make as standard procedure an annual review in an executive session of the position of the executive director. Carl himself felt he should be held accountable. A motion was made, seconded and carried "that the executive committee of the UMN be requested to meet once a year in an executive session to review the position of the executive director without him present."

#### THE AGENDA FOR THE 1980s

A memorandum was sent out to all member bodies in November 1979 around the theme, "The Agenda for the 1980s." There was an encouraging response from board appointees and member bodies.

The functional boards and the administration will look into future planning in terms of the following year, the three-year period and the five-year period.

The executive committee recommended the following five items to give direction to future planning:

- a) That the administration be encouraged to continue to seek input into the whole matter at all levels and to gather opinion and advice;
- b) That the major part of the exercise be directed to the Christian theological approach and involvement in development;
- c) That the matter be brought to the region-



al consultations to seek the counsel of members attending; d) That the policy and direction be incorporated into a new three-year to five-year plan to be brought to the board of directors next year; e) That for this purpose the board meeting in 1981 might be extended for study and discussion of the document, the plans for this to be finalized at the executive committee meeting in November 1980.

On the whole, the Nepalis would have some part in the process of implementation of the planning or in the decision-making process. It is minimal at this point but it really needs to grow very much. There are Nepali liason men on the Economic Development Board. The Health Services Board has requested a Nepali doctor to be their liason. The executive director's office does not have a Nepali advisor and the need for such a man is felt. The question could, of course, arise at what level to have a Nepali Christian advisor or if to at all have a Christian advisor. One answer could be that a responsibility which has a community thrust need not have Christians, but that which is missionary in outreach should have Nepali Christian advisors. This was a matter for future discussion and decision.

In the field of education, secondment of personnel to the government schools continues to be on the agenda. Providing technical training to people and production of textbooks for use of training the people in Nepal from the ethical standard of Christian faith are also very much a part of the agenda in the 1980s.

In technical development, the movement was into integrated rural development with full use of technical facilities. The UMN is a Christian mission that relates on a lay level to the church. The Mission has a Christian mandate. The question

whether to relate to the church administratively or just strengthen the ties as persons to the local congregations is engaging the attention of the Mission leaders. A question like this pertains to the long-term planning.

#### THE PURPOSE OF UMN

The discussion veered to what the purpose of the UMN is. Carl spelled out the purposes in the following words: "UMN, being a body of Christians within Nepal, aims to serve God by improving conditions for the people of Nepal through education, development and health services so that the love of God through Jesus Christ may be shown and felt. In following the footsteps of Jesus Christ and to the honor of his name, the purpose of UMN is to serve the people of Nepal by assisting them in their pursuit to dispel poverty and disease and thereby promote a desirable quality of life for all. To serve the people of Nepal wherever they are and in whatever need they find themselves in the name and spirit of our Lord Jesus Christ, and to witness to Him in our ministry. To minister to the physical and spiritual needs of the people of Nepal following the example and teachings of Jesus. To help Nepalis to help themselves, allowing them to grow and making ourselves unimportant for Nepal. To serve the people of Nepal in a way distinctively Christian, seeking to encourage justice, truth and compassion in all we do, verbalizing our motives where and whenever possible. To be the body of Christ in Nepal, serving the people of Nepal in agreed areas with HMG in order to be communicators of the Good News while serving the poor, the destitute and the untrained. To work and live amongst, with and for the people of Nepal through the sharing of knowledge, experience and some material supplies. The hope is to encourage Nepal as a nation and as a people towards

an awareness of the ability to cope with this unique situation and problems. To glorify Jesus by supporting the Nepali Church, forwarding the progress of the gospel and contributing to elevating the quality of materiel in existence for the poorer people of Nepal, for the spirit of the Lord works with people for social justice, economic growth, and creation of a sustainable society whereby no one aspect may be promoted at the expense of the other."

As an exchange of views on the subject continued, Carl expressed the hope that a "research person" would join the staff for six months to put things together to be able to present a more complete and concise picture of goals and purposes of the UMN. Following this, the suggestion came that a "process person" be found to work in close concert with the executive director. (A "process person" is one who would help develop the process to achieve the goals and purposes that the organization would have in mind.) At Carl's suggestion the members individually gave their views on what direction the UMN ought to take in the future. The distillate of the observations of the members were as follows:

The UMN should minister to the poorer section of the people and not the elite, and its projects should be tailored with that object in view.

The root causes of poverty are to be tackled and systematic changes to be effected where needed.

The need of bringing Christ to the poor.

The UMN should realize the presence and the growing reality of the Nepal Christian Fellowship.

The utilization of all of God's gifts to Nepal



(such as air, water, trees, soil, and human beings) should be made with great humility. The life-styles and concerns of missionaries should reflect such humility. If and when the time comes for the UMN to leave the country, it should be able to leave behind its vision of what Nepal can be in terms of the love of Christ.

There is a creative tension in the nature of the UMN, in that it is both a developing agency and a Christian mission agency.

It might be profitable to study the goals and purposes of the Mission and distill out of them three or four, or at the most, five, basic goals.

A close cooperation with the Church without jeopardizing its independence.

The idea of developing Nepali leadership, putting Nepalis in positions of authority and including them in the decision-making process.

A very serious thought should be given to, "After UMN, what?"

The impressive thing about the plans of the three functional boards was its holistic approach to the problem of rural poverty. A series of cooperatives in different regions could be one way of tackling poverty.

There is a tremendous need to teach and disciple Christian leadership in Nepal through various kinds of help. The Nepali Christians can be encouraged to obtain higher education and in the time to come they can occupy important positions in the life of the country. If the UMN is to be remembered for anything, it should certainly be for revealing Christ-like love and a concern for the people.

There should be a give-and-take friendship with people.

It is essential to instill within those who are partners with the UMN the hope of Christian faith and the strength of relationships that are built in Nepal, so that the program and ministry would not die but go on--even if the UMN had to leave the country. Carl responded by saying, "I appreciate the heritage, concern, love and vision that you have given me here. Really it is a great gift that I appreciate."

### THE EVALUATION OF THE CONSULTATION

A very positive feeling about the consultation was shown by the members. The members unanimously thanked Carl Johansson, the executive director, for his excellent presentation of the vision, ministry and involvement of the UMN in Nepal. The documents, charts and various position papers were all very helpful in understanding the total picture, the blessings and the challenges in Nepal.

Everyone said a strong AMEN to the good word said about Carl. It was felt that the consultation was a very useful forum and the early June scheduling a convenient time. The duration of the consultation should be for three days only, beginning on a Friday at 4 p.m. The next consultation is likely to be held in Toronto or New York. Participation of missionaries at the consultation as resource persons can be helpful but, at the same time, a larger number of people other than members can also limit the assembly's freedom.

The thought was also shared that having a theologian to give some insight into the theology of development might be good. There was a general appreciation that meetings like this (which are not

administrative or decision-making in a primary sense) provided opportunities to know what people think about issues or the problems that face the Mission.

The consultation also provided a forum where people can interact, give input and freely share by give-and-take.

The consultation was closed with devotions.

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15th July - 1980

*Dear Siegwart,*

I am enclosing the minutes of the UMN European Supporting Agencies' Conference, held at Beatrice Webb House, Dorking, England, 27th-30th May 1980. A printed report, with some changes, may be produced, but with the conference over six weeks ago, it was felt no further delay in reproducing the substance of what was discussed was possible. If you have comments on this, and would be anxious to see certain changes made, it is possible that this can be done. Thank you so much for taking the time to be present: please continue to pray for the outworking of both of these discussions and the decisions taken at the UMN Board meetings in Kathmandu earlier in May. It was a matter of much praise that this Conference received word, while in session, of the renewal of the 5-year agreement between UMN and HM Government.

Yours very sincerely,

*Good to have you here in May.*

*Best wishes,*

*Lionel*

Lionel G. Holmes

*Please thank your wife for writing.*

PS: Some of those present took copies of the information "pack" called JAI NEPAL, which were on sale for £2 each. If you were one of these, I would appreciate your confirming the fact with me, in order to have correct stock figures. If you took some 'on approval', maybe you could send the money for these, or return what you do not need in due course. Thank you.

27th-30th May 1980

UMN member-bodies represented

Baptist Missionary Society, London - Stanley Mudd  
BMM International (UK) - Arthur Pont, Lionel Holmes (Secretariat)  
Church Missionary Society, London - Molly Shaw  
Church of Scotland Overseas Council - William Murison  
Finnish Missionary Society - Seikku Paunonen  
Free Church of Finland - Riitta Siikanen  
Gossner Mission, Berlin - Siegwart Kriebel  
Leprosy Mission, London - Philip Collier  
Methodist Church Overseas Division - Rachel Stephens  
Orebro Mission, Sweden - Ingemar Berndtson, Jean Malm, Erling Wennemyr  
Presbyterian Church in Ireland - Godfrey Brown, Cyril Young  
Regions Beyond Missionary Union, London - Margaret Owen  
Swedish Free Mission - Sven-Erik Grön  
TEAR Fund, London - Rosemary Cole, Jennie Loughlin  
World Mission Prayer League, Norway - Asbjorn Voreland (rep also for NORAD)

Non-member-bodies represented

Bread for the World - Murray Culshaw (London), Ursula Moll (Stuttgart, and  
representing also EZE: Protestant Central Agency for Development Aid)  
International Nepal Fellowship, London - Martin Westacott

Carl Johansson    }  
Paul Spivey        } - UMN, Kathmandu  
Norah Vickers - Redcliffe Missionary Training College, London

Agencies unable to send representatives

Apostolic Church in Denmark  
Christian Aid  
Council for World Mission, London  
Dienste in Ubersee (Committee for Service Overseas), Stuttgart  
ICCO (Inter-church Co-ordination Committee for Development Projects), Holland  
Swiss Friends for Missions in India and Nepal  
World Council of Churches

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The Conference took the form of plenary sessions throughout, chaired by a  
different convenor each day. The UMN Executive Director led most of the  
discussion with the use of visual aids and reports, copies of which were  
supplied to each delegate. Page references in the report refer to these.



1. The Secretaryship for the Conference was entrusted to Lionel Holmes, assisted by Paul Spivey.
2. After a preliminary exposition of notes on the Foundation and Purpose of the UMN (pp 5-7), the Executive Director described the political and church situation (pp 8-9), referring particularly to impressions noted at the recent constitutional Referendum.

On the political front, the possibility of UMN involvement in areas such as corruption and unjust administration was raised. It was felt that UMN workers, as guests of the nation, could not become involved in party political issues, though certain aspects of UMN activities inevitably had political implications. In Hindu society, political, religious and social issues were usually inter-related, and issues of development, for instance, often involved all three areas.

It was however stated that the Referendum was perhaps more purely political: it had taken place as a result of student strikes and demands, in which others - such as paramedical workers and farmers - had joined, and which had affected certain UMN institutions, as well as those of HM Government. It was recognised that young people in Nepal were a restless 'elite' who lacked representation, and also the religious inclinations of their elders. Much of the feeling demonstrated at this time was felt to be understandable, and its very demonstration was a healthy sign. The Referendum result itself was a sign of Nepal's desire to assert its independence as a Hindu kingdom, defying any wish by a neighbouring country to absorb it.

3. On the church front, the relationship of UMN to the Nepal Christian Fellowship (NCF) was discussed, and the absence of financial or administrative links was stressed. It was recognised however that UMN had a duty to strengthen and support NCF, and the conference felt that a statement should be made by UMN explaining its relationship with NCF, emphasising that no member of UMN should attempt to introduce denominational emphases.

It was commented that the Church in Nepal had the great advantage of being entirely non-denominational. Fears were nevertheless expressed that this 'unity' was somewhat fragile, and that it could be endangered in various ways - not only by spiritual issues, but also more basic ones such as money; particularly when funds were received from overseas in excess of need, a 'stumbling block' could be created. (It was considered that funding for NCF was best done through UMN member-bodies than through UMN itself.) Further, in regard to unity, it was suggested by some that the proposed NCF Constitution currently being circulated for signature by local congregations in Nepal might be too rigid - at least one group was reported to be reluctant to sign. Again, on the subject of denominations, it was feared problems could arise in this area once the Nepali Church wished to become related to the Church in other parts of the world.

Turning to church property, concern was expressed about the individual ownership of the buildings or premises used by NCF for its gatherings. No solution seemed available since the formation of a trust for this purpose would simply invite Government investigation and possible restrictions.

There was considerable discussion on theological training, an area in which the Nepali Church needed help. NCF was seen as the most obvious channel for this, and TEE the best method, with the availability of material from India. It was pointed out that, of a group of 45 TEE students from the Kathmandu Valley, none had completed the course, but some were now leading congregations quite competently. Nevertheless, it was right that the Church in Nepal should reflect on the various systems available rather than settle for one imposed upon them, using what were (at least partly) Westernised methods. The suggestion of mobile Bible schools was made.

On a cassette tape, played at the opening of this session, both Pastor Karthak and Mr. S. Sodemba had stressed the need for co-operation with UMN personnel, and it was felt this was best achieved by the participation of foreigners, spread as widely as possible, at the local level, helping with Bible teaching, in house groups, and by personal testimony. All this presupposed an adequate grasp of the language.

4. **PERSONNEL** The Executive Director presented the charts on pp 14-16 and 20-23 and explained them. Questions were asked about the number of Nepali employees in decision-making posts, and the average length of service of career missionaries in Nepal. The Executive Director himself stressed the need for single female counsellors, noting the large number of single lady missionaries in UMN. Principal points which emerged in discussion were:

Nepalisation: UMN should be seeking to train and appoint Christian Nepalis to leadership posts. Which posts exist for which Nepalis, rather than expatriates, should be trained? Should those currently serving as Board Appointees be given further training or retraining for some of these posts?

Desirable qualities in mission candidates: These should include (1) Christian commitment and evidence of this in the 'native' environment. (2) Flexibility. (3) Sensitivity. (4) Adaptability. (5) Humility and a respect for others. (6) A strong link with a supporting church. (7) An appropriate qualification - possibly more than the minimum required. (8) A willingness to set aside some aspects of this qualification.

Job descriptions: Various opinions were expressed about the value of these; while useful for recruiting, they needed to be used with care and to emphasise attitudes and qualifications rather than specific tasks to be performed.

Language & Orientation: September 1st would be a better starting date than August 1st for British candidates, whose training college term ends in July.

Language study: Suggestions were made about the need to tailor study to the length of service, and to avoid it becoming too formal or extended. Immersion in a 'life situation' was recognised to be better than sessions with a teacher, although it was realised that certain work situations (eg hospitals) could give one too specialised a grasp of the language.

- 5-7. **FINANCE** The Executive Director presented the charts on pp 26-32 and the tables on pp 34-40. The distinction between capital sums required and running costs was not always clear, while certain major items, such as the nursing school at Shanta Bhawan Hospital or the Patan Hospital Project, needed to be kept separate to avoid distorting the statistics with amounts out of proportion to normal levels. The use of motor vehicles was commented on, and it was emphasised that this was kept at a deliberately low level. However, the use of vehicles at certain locations, such as Jumla and Okhaldhunga, could save the considerable cost of chartering aircraft.

Overall, the presentation of finances was considered somewhat complex in its present form, while the figures given needed comparative figures for preceding years to give useful information.

8. **HEALTH** Most of the discussion dealt with the place of Community Health, as seen in the programme at Lalitpur, and others at Okhaldhunga, Gorkha and Palpa, all at various stages of development and involving the life of the local communities. Sophisticated technology and imported equipment were seen as a threat to the basic simplicity of the health programme, but equipment that was essential was imported from India when possible. The changing role of UMN in community health was noted in increasing co-operation with HM Government: as Government health posts penetrated remoter areas, so UMN was pioneering less in such areas and working more in conjunction with Government health posts. A particular emphasis lay in the provision of good basic facilities promoting better health, such as proper water supplies, latrines, etc. The concept of 'demonstration areas' was explained, and the importance of gathering statistical data in seeking solutions to problems, whilst linking up with agricultural and medical advisers.

9. **ECONOMIC DEVELOPMENT** The scope of economic development lay more in the agricultural than in the industrial sector. Aspects of individual programmes were described, and the importance of new techniques - such as tunnelling for irrigation and power generation - and resources - such as gohar gas, which had saved many trees. Timber itself involved a major area of new development, calling for foreign expertise: the use of wood had yet to be controlled, since too much was being burned as fuel, al-



though planting was in excess of plywood demand. Development of the technical training institute at Surkhet, requested by the Government, was also described.

A principal need in this area was for Rural Development Workers (RDWs), and vacancy lists were requested, along with job descriptions, because different types of RDW were needed, with different qualifications: not all would need to be of graduate level, for instance. General orientation and language mastery would be needed, since RDWs would find themselves involved very much in 'risk' situations. The subject of marital status was raised: despite the difficulties of bringing up a family in such an environment, children could often be a bridge between the worker and those he was sent to serve.

A current development was community motivator training, and the possibility of sending Nepalis overseas was considered, to the Philippines or Indonesia; it was mentioned that the CFDD in Geneva had backed a training programme in Indonesia.

Finally, it was suggested that research was needed of the ways in which the creation of wealth would be better understood.

10. EDUCATION The aim of UMN's educational role was defined as: "To provide for and assist the development of the people of Nepal with a priority to minority groups in remote areas ..." The functioning of the role was seen on two main levels:

a. Scholarships: These were originally provided for the training of UMN employees in particular fields, and 'in-service' training is again receiving greater emphasis. Sponsorship programmes were less favoured, but a leaflet setting out specific needs and opportunities would be welcomed to assist funding. It was remarked that scholarships had the danger of 'detaching' people from their surroundings, and even their actual jobs - hence the value of in-service training. A carefully defined programme of scholarships was requested for training present and future leaders in each sector of work. Block grants would be easier to administer locally.

b. Non-formal education: This was defined as the provision of 'know-how' by means of communication, using people described as 'animators', through methods already familiar to community health staff. There was a need to be creative and only use what was locally available. Instructional material was being developed, but personnel (preferably Nepalis) to demonstrate such methods had to be trained and placed. UMN had a vacancy for a teacher of communication skills.

The wider scope of teaching was discussed, and it was felt that much of the system's current orientation needed to be changed. Many institutions were producing low-level Government employees, and this was having a negative impact on the country's development. Students needed to be helped to think for themselves, and what was needed was a basic education and then to 'break outwards'. New techniques might have to be sought and possibly a totally new system evolved. Nepal was a predominantly agrarian society, and the problem of families returning to the land after an education had to be overcome, since land was being divided too often.

Poorer people also needed education, but this would bring the problem of reintegrating them into their society again. This would involve financial assistance, which would need to be offered with a minimum of publicity, by private consultation and assessment only. A scholarship committee was suggested.

The effectiveness of UMN placing individual personnel in schools as against running complete schools was debated, and it was felt that an individual's influence was more effective in terms of value per staff member, but that a concentration of staff could be strategically valuable in certain situations.

The session concluded with a discussion of communication media, in which the TWR transmitter was considered strategic. NCF was operating a Bible correspondence course with supporting literature and Bible portions. The complete Bible was available in Nepali.



(4)

11. **PROGRESS REPORTS** Certain points arose from the progress reports, the two major ones being:

a. Asianisation: Discussion was on the mechanism possible for recruiting Asian members into UMN. Those of 'mainline' denominations would enter through existing member-bodies, but it was desirable to avoid sudden growth in the number of member-bodies.

b. Per capita grants paid by member-bodies to UMN: While the inevitable increase of these was accepted, disappointment was expressed about their level by one delegate. The question was raised as to whether this could be related to the individual allowance paid to each missionary, the equivalent of three months' allowance.

**FINAL ASSESSMENTS** In the concluding session, delegates were asked for their views on the conference, and points for future guidance. Many points of appreciation were expressed, in particular on the size of the conference—about 25 delegates. It was agreed to continue to have such conferences, both for UMN's benefit as well as for that of the member-bodies, though the precise frequency was not agreed. Timing in the annual cycle of meetings was important, especially since the present conference had followed very closely on the Board meetings, and the Kathmandu office had had to work very hard to produce the diagrams and charts. Mid-June might therefore be better. A single gathering for European member-bodies was desirable, as a benefit of this one had been the wide 'forum' in which the affairs of the UMN had been discussed, and the strengthening of links between the member-bodies which had resulted.

More information was required by missions and it was felt UMN could make its needs more widely known. Financial information could be simplified, and recent Board decisions could be publicised.

UMN was seen as a highly distinctive entity, providing a unique model for different purposes. UMN and Nepal itself provided exceptionally clear patterns of Christian development, with the unity of missions and lack of denominations, a period of suffering and then one of growth. UMN also provided clues for aid organisations needing to draw on the funding experiences of others, and for encouraging such organisations to communicate with each other more.

Summing up, the Executive Director defined the overall roles of UMN as service (diakonia), proclamation (kerugma), and fellowship (koinonia). Service was in the name of Christ, proclaiming Him by word and life, thus strengthening the fellowship of the universal Church in its total ministry. To fulfil these purposes, various strategies were called for, raising theological issues of what UMN was and did. Communities such as TRACI in New Delhi or CISRS in Bangalore, India, could be consulted on these. Various 'cutting edges' of UMN were identified—health, community and economic development, non-formal education, etc.—but people, rather than projects, were the key to forming personal relationships. Delegates analysed the matter differently, but UMN's philosophy was formed by its workers on the spot, although modified by certain constraints, such as the availability of funds and Government policy. Nepal was a society in which an understanding of one's God-given humanity had to be developed to the full, to the overcoming of poverty, injustice and oppression, culminating in reconciliation with God, whose eternal purposes had been woven into the fabric of UMN (see diagram on p 4).

The conference closed after a time of corporate prayer.

(Telephone number of conference house is Dorking 730453 (STD code 0306))

UMN European Agencies Conference 1980

13th May 1980

Dear Mr. Kriebel,

c/o BMMF International,  
352 Kennington Road,  
LONDON SE11 4LF,  
England.

We very much look forward to welcoming you to this Conference being held near the town of Dorking, 27th-30th May. We plan to gather from 5 pm onwards, although it is unlikely that there will be any formal business before dinner, which will be at 7 pm.

*Gatwick  
at  
18 20*

We have received replies from most delegates, giving their times of arrival at the airport, and unless you are told to the contrary, we shall arrange for you to be met at the airport. Once you have passed through immigration and customs, please remain within the general circulating area (where arriving passengers can meet their friends) until you see someone holding a small card with your name on it. (If you can find a seat, it might save time if you remain seated so that the person meeting you can find you quickly.) However, if you have to wait more than about 30 minutes before being met, then please telephone 735 8227 (if you are at Heathrow) or 01-735 8227 (if you are at Gatwick), say who you are and where you are waiting, and you will be given further instructions or be asked for the number of the phone from which you are speaking (the number is printed on the dial) so you can be called back shortly after. We do hope however that none of this will be necessary! If you have to use a telephone, you will need a 5 pence coin: the coin is inserted into the correct slot when your call is answered, not before - listen for the pips.

On arrival at the conference house, you will be given further programme details and the final agenda. I regret it has not been possible to send you these items with this letter, but the mail to and from Nepal does not move fast enough! Your comments on the draft agenda sent earlier would still be much appreciated.

Finally, please bring with you soap and towel: bed linen is provided.

Looking forward to seeing you at the conference.

Yours sincerely,

*Lionel Holmes*

PS Conference ends after lunch on 30th May.

Lionel G. Holmes

# BMMF

Bible and Medical Missionary Fellowship  
352 Kennington Road London SE11 4LF  
Telephone 01-735 8227/8  
Telegrams/Cables Bemedship London SE11

14 th April 1980

The Rev. S. Kriebel,  
Gossner Mission,  
Berlin.



Dear Mr. Kriebel,

We very much look forward to seeing you at the UMN Conference here in May: thank you for the registration form and deposit. The agenda items are enclosed for your comments, additions and alterations (if any).<sup>\*</sup> Further details, including the daily timetable, will follow nearer the time. As soon as we know your time and place of arrival in England, we shall make arrangements to meet you.

I wonder whether you would be willing to do one thing for us at the conference, and that is, to lead the morning devotions for about 20 minutes on the 29th? It can be quite simple and straightforward, and we would greatly appreciate your ministering to us in this way. Let me know how you feel about this when advising us of your time of arrival.

With all good wishes.

Yours sincerely,

Lionel G. Holmes

<sup>10</sup>  
\*The final agenda will be prepared in the light of these.

2. Teilnehmer: Runge?  
Vögeli?

No. 4 Agenda for the Eighties

Chairman TWOMatheson  
General Secretary Arthur MSPont DLC



Mr. Lionel G. Holmes  
BMME  
352 Kennington Road  
London SE11 4LF  
U.K.

Berlin 21st, 1980

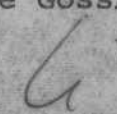
Dear Mr. Holmes,

with reference to our 23.4.1980 letter to you concerning the arrival of Mr. Siegwart Kriebel at Gatwick on 27th May at 18.20 hours we wish to inform you that we had given you a wrong date of arrival. Mr. Kriebel will arrive

on 26th May 1980 at 18.20 p.m.

at Gatwick by chartered flight from Berlin-Tegel. Please excuse our mistake.

Sincerely yours,  
for the Gossner Mission  
i.A.

  
Gabriela Lischewsky  
(secretary)

Mr. Lionel G. Holmes  
BMNF  
352 Kennington Road  
London SE11 4LF  
U.K.

23.4.1980

Dear Mr. Holmes,

Many thanks for your letter dated 14.4.80 together with the proposed agenda for our conference in May.


May I propose that No. 4 of the agenda may be a general discussion of our ideas of the "Agenda for the Eighties", because only after a general idea of the future of UMN can we discuss all the other questions like personnel needs, costs etc. .

Thank you for the invitation to lead the morning devotions on 29th. I am prepared to do so.

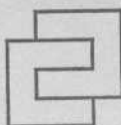
I shall arrive at Gatwick on 27th May at 18.20 hours by chartered flight from Berlin, and I shall return to Berlin on 30th May at 19.20 hours.

Looking forward to the meeting,

yours sincerely,

  
Siegwart Kriebel





# interkerkelijke coördinatie commissie ontwikkelingsprojecten I.C.C.O.

interchurch coordination  
committee for development projects

Miss Dorothea H. Friederici  
Gossner Mission  
Handjerystrasse 19-20  
1000 BERLIN 41 (Friedenau)

stadhouderslaan 43  
utrecht tel. 030-51 77 04

Utrecht, June 30 1977  
CMB/ms

Zur Ablage

Aktenplan-Nr. 242

Datum 14.7.77

Handzeichen *[Signature]*

Dear Miss Friederici,

Thank you for sending me "Reflection from Sanagaon" and the copy of your letter to Mr. Ruff.

In my report about the consultation I informed Mrs. Rot of Dienst Over Grenzen about the need for good workers for Nepal and the possibilities you have.

Our Asia-department I recommended to intensify the relation with UMN, not so much in the project-way, but especially to serve them with the experiences from other development projects. We discovered since long that succes is not the same as blessing. The enlargement of the oecumenical influence on UMN might be a worthwhile contribution to the people of Nepal themselves.

I enclose a copy of a letter of thanks to Gordon Ruff, in which I, not being a board member, very politely stress the same points.

Nice to have met you,

Yours truly,

Drs. Coen M. Boerma



Mr. Gordon Ruff  
General Secretary United Mission to Nepal  
P.O. Box 126  
KATHMANDU  
Nepal

Utrecht, June 30 1977  
CMB/ms

Dear Reverend Ruff,

After return from the Obrero meeting various urgent tasks delayed this letter in which I wish to express my thanks and admiration about the way you managed to make our meeting a success.

I learned a lot about UMN and became one of its supporters. Sometimes may-be in a rather critical way because of the experiences we had in several other parts of the world in oecumenical development programs. The silver jubilee might give a good chance to compare these development - approaches with your own experiences.

In my report to our Asia-desk I recommended not only to support UMN in its projects but also in its way of thinking. ICCO itself is operating in close cooperation with the Dutch government with all the advantages and disadvantages.

We possibly might be of some help with what we learned.

Next week Odd Hoftun is coming to our office. We hope to be able to discuss the project list with him.

God bless you in your ministry to the people of Nepal.

Yours sincerely,

Rev. Drs. Coen M. Boerma  
secretary for interchurch relations

blinde copy: Asia desk  
Miss Friederici

## PREAMBLE

The Conference of Australian Member Bodies of the United Mission to Nepal was organised by a planning committee of Missions Beyond Frontiers (Regions Beyond Missionary Union), Rev. Philip Brown (Church Missionary Society) and Mr. J. Howard Barclay (Bible and Medical Missionary Fellowship), in consultation with the Executive Secretary of the United Mission to Nepal. The grounds for the meetings were based on that drawn up for the UMF Conventions held previously in Europe and North America.

The meetings commenced with a warm welcome to Rev. R. H. Gossner (Executive Secretary of the United Mission to Nepal), and to all delegates, several of whom had travelled long distances to attend.

## MEETINGS: REPORT ON UNITED MISSION TO NEPAL CONFERENCE

### DEVOTIONS: ORGANISED BY AUSTRALIAN MEMBER BODIES

### SERVICES: HELD AT BIBLE COLLEGE OF VICTORIA, LILYDALE

### CHAIRMAN OF THE MEETINGS: 8TH - 11TH DECEMBER 1978

In addition to scheduled sessions for delegates on which this report will focus, two sessions, open to the public, were held on Saturday afternoon and evening. The films, "Living Water for Nepal" and "Road to the Future" were screened and Mr. Gossner spoke.

UHF charts and pictures were displayed, giving a greater understanding of Nepal and its people, and of the work of the United Mission to Nepal.

A deep sense of fellowship and of the presence of God's Spirit working through His people to and for the land of Nepal pervaded the

## PREAMBLE

The Conference of Australian Member Bodies of the United Mission to Nepal was organised by a planning committee of Miss Gwen Coventry (Regions Beyond Missionary Union), Rev. Philip Oliver (Church Missionary Society) and Mr. J. Howard Barclay (Bible and Medical Missionary Fellowship), in consultation with the Executive Secretary of the United Mission to Nepal. The Agenda for the meetings was based on that drawn up for the UMN Consultations held previously in Europe and North America.

The meetings commenced with a warm welcome to Rev. & Mrs. Gordon Ruff (Executive Secretary of the United Mission to Nepal), and to all delegates, several of whom had travelled long distances to attend.

Greetings were received from Mr. D. Graham, New Zealand Director of the Bible and Medical Missionary Fellowship.

Devotions on Friday were led by Rev. Peter Dawson of CMS, on Exodus 3. Saturday's devotional from Psalm 23 was led by Rev. T.H. Seawright of RBMU, and on Monday Mr. J.H. Barclay of BMMF focussed our devotions on Revelation 2 and 3.

Chairmen of the meetings were:

Friday:	Mr. J.H. Barclay (BMMF)
Saturday:	Rev. P. Dawson (CMS)
Monday:	Mr. F. O'Neil (RBMU)

In addition to scheduled sessions for delegates on which this report will focus, two sessions, open to the public, were held on Saturday afternoon and evening. The films, "Living Water for Nepal" and "Road to the Future" were screened and Mr. Ruff spoke.

UMN charts and pictures were displayed, giving a greater understanding of Nepal and its people, and of the work of the United Mission to Nepal.

A deep sense of fellowship and of the presence of God's Spirit working through His people in and for the land of Nepal pervaded the meetings. The Conference was greatly beneficial to delegates from Member Missions in helping to gain a fuller understanding of all



aspects of service through the UMN, living in Nepal and the particular privileges and stresses this creates. An increased prayer interest and renewed zeal to recruit workers for Nepal were two of the aims which were pursued not only through attendance at the meetings but by wide publicity throughout the Churches of Melbourne inviting them to focus prayer and attention on Nepal at their Sunday services on December 10th.

#### ROLL CALL

United Mission to Nepal: Rev. & Mrs. G. Ruff

Japan Overseas Christian Service: Dr. N. Iwamura. It was with real regret that the Conference learned that Dr. Iwamura had been delayed and would attend Conference on the Monday only.

Bible and Medical Missionary Fellowship: Rev. N.P. Andersen, Mr. & Mrs. J.H. Barclay, Mrs. H. Campbell, Mr. & Mrs. A. Cooke, Dr. & Mrs. P. Lucas, Mr. S. Cox, Mr. & Mrs. M. Macmillan, Mr. C.C. Smith (BMMF/CMS), Miss B.A. McKelvie.

Church Missionary Society: Rev. P. Dawson, Dr. & Mrs. P. Oldland, Mrs. M. Powys, Rev. P. Tasker.

Regions Beyond Missionary Union: Miss G. Coventry, Mr. A. Duke, Rev. G. Lazenby, Mr. F. O'Neil, Mr. & Mrs. L. Slade, Mr. & Mrs. A. Strang, Dr. P. Holland, Dr. J. Stuckey.

It should be noted that a number of Council members of Member Missions, also friends, were in attendance for occasional sessions.

#### HISTORY OF THE UNITED MISSION TO NEPAL

UMN was formed in 1954 by eight societies in India. Mr. Ruff gave a most interesting outline of the exciting developments of service and witness in a land which prior to this date had been closed to foreigners and where today it is illegal to proselytise or evangelise. Today there are 29 Member Bodies (with applications tabled for three more), 240 members representing 16 countries and 11 languages. From simple beginnings (birdwatching by two medical families who

became involved in simple health care of Nepalis while holidaying in Nepal) the UMN has grown to a unique structure of people committed to Jesus Christ and the spread of His Good News. 283 approved positions, with Government requests for new projects, currently exist.

### THE LAND AND ITS PEOPLE

Charts were used to explain Nepal's unusual geography (40% snow peaks, 40% steep hilly area, 20% plainland in which there is 70% of Nepal's cultivated land). Forests are being rapidly depleted as wood is the only fuel available. The greatest natural resource is water.

It was disturbing to learn that resources per person are less today than they were 25 years ago. 90% of the people are engaged in simple agriculture and are very hard working. Nepalis are a friendly people.

To further develop an understanding of Nepal and its people, a carefully chosen set of slides was shown and the following statistics recorded:

	Australia	New Zealand	Nepal
Area (square miles)	2,968,000	104,000	54,000
Population	14,000,000	3,000,000	13,000,000
% Population under 15	20	20	45
Infant mortality rate per 1000	17	16	120
Population per physician	800	800	26,000 ( 96,300 in the hills)
% Adult literacy	98	98	15
Per capita income (\$US - 1974)	5,330	4,310	100

## ORGANISATIONAL STRUCTURE OF THE UNITED MISSION TO NEPAL

Referring to "Greetings from Nepal", Page 8, the UMN structure was explained.

All Member Bodies contribute personnel to the Board of Directors which comprises about 40 members. From this Board an Executive Committee is elected. Mr. Ruff stressed the importance of the Co-ordinating Committee, comprised of the Executive Secretary, Treasurer, Personnel Secretary and Secretaries of the three Functional Boards. This Committee is instrumental through recommendations to the Executive Committee in keeping a balance in the total mission program.

## PERSONNEL AND PASTORAL CARE

The three areas of the mission program are economic development, education and health services. The roles of each were outlined. However, Mr. Ruff emphasised that the greatest contribution that can be made to Nepal is people. For this reason the care of people is of utmost importance, especially helping them to realise their full potential. The role of the personal counsellor, a non-decision-making person in a non-administrative position, was outlined. In the total program of pastoral care, the Workers' Conference plays a major part, being a time of spiritual retreat, sharing reports and news from all projects, recreation and fellowship. The Jubilee Workers' Conference, to mark 25 years of service to Nepal, is scheduled for January 11th, 1979. Special Jubilee functions will also be held in April, with personalities of note attending from various countries.

## EXECUTIVE SECRETARY'S REPORT FOR 1977

The main item highlighted was that of finance. The total needs of the UMN program had been met. Large amounts needed for specific projects had been provided by special grants.

The report had been circularised.



EXECUTIVE SECRETARY'S REPORT TO HIS MAJESTY'S GOVERNMENT, NEPAL, 1977

Copies of the report had been circularised. Employment and training of Nepali personnel, as a major aim of the UMN, were highlighted.

GENERAL AGREEMENT

The aims and services of the UMN were explained in relationship to the General Agreement between His Majesty's Government of Nepal and the United Mission to Nepal. The terms of the Agreement do not present any conflict with regard to the personal faith and witness of members of the UMN.

Mr. Ruff spoke enthusiastically and with gratitude about the encouragements experienced in work and witness, and yet stressed the sensitivity with which each member must engage in all activities.

FIVE YEAR PLAN

The UMN Five Year Plan, which was drawn up for the period 1977 - 1982, was explained. Mr. Ruff showed on charts the beginning of all projects in relationship to projected developments in this five year period.

Breakdown of personnel in the three Functional Boards

Health Services	56%
Education	12%
Economic Development	24%

ECONOMIC DEVELOPMENT

The emphasis at present seems to be on economic development, i.e. to build the people up to have a better living, so essential for Nepal where the main aim of the great majority is where to get the next meal. Problems of the country have been investigated and answers researched. Project development has been concentrated on the greatest problem areas, and UMN's heavy emphasis has been placed on training of nationals for conditions in their country and areas.

<u>Problems</u>	<u>Answers</u>
Lack of skill	Formal training <u>on the job</u>
Unemployment	Industrial development
No infra-structure	Transport/power
Little "know-how"	Appropriate technology
Inefficient farming	Agro-industries/good tools
Imbalance between hills and plains	Planned regional development
Deafforestation/erosion	New fuel and energy resources
Unbalanced development	Integrated community development

Miss Gwen Coventry gave a most enlightening resume of some of the simple economic developments in which UMN staff and projects have been involved.

- Clean and adequate water supplies are being installed in villages. Statistics show that disease can thus be reduced by 50%.
- Improved agriculture and proper use of local foods. Poverty and lack of food are two of the greatest reasons for illness.
- Increase in round-the-year income. 60% of the village people in the hills borrow money for three or four months of the year to eat one meal per day. Interest on borrowed money is 5% per month.
- Goat projects have been introduced, donating one male goat to a village and upgrading breeds. Whereas 60% - 80% of goats used to die before three years when they were ready to be sold, an 18 month old goat is now selling for Rs600/-. Some families have become self supporting.

Special mention was made of the plywood factory, the only one in Nepal, and of experiments being conducted in rodent-proof grain storage. The gobar-gas projects which have provided fuel as well as fertiliser, without use of wood, have been widely recognised by the Government and requests have been made for the UMN to install plants right across the plains.

## EDUCATION

Although all schools in Nepal are government controlled, there are openings (seven at present) for specialist teachers to help upgrade education and teaching. Most of these positions are in villages which call for isolated and simple living. The rural youth training program is a feature which emphasises appropriate education and development of skills for school drop-outs in villages, which will contribute most suitably to Nepal's particular needs.

The compulsory language and orientation program for all UMN personnel serving in Nepal for two years or more is one of the major responsibilities of the Education Board. Some of the difficulties of the language program were explained, e.g. English is essential to learn Nepali therefore non-English speakers engage in a three month "crash course" in English in the U.K. before proceeding to Nepal. A new member with a Ph.D. in Linguistics has been appointed and will be involved in developing the effectiveness of the language program.

## HEALTH SERVICES

The overwhelming need for improved health care and facilities was accentuated by some of the following statistics:

- . 70% of the children in the hills are malnourished and prone to disease and infection
- . Water and soap are simple health care commodities to which a great number of people do not have access
- . TB is prevalent, and leprosy still not controlled
- . Most Nepalis cannot get to a hospital and/or cannot afford fees. For medical assistance Nepalis often go into debt or sell basic necessities
- . Immunisation, maternity care, sanitation, hygiene, water supply are facilities which are available to only a small percentage of the people
- . In the hills of Nepal there is one hospital bed per 50,000 population: in the Kathmandu valley one per 5,000: in Australia one per 200

For these and other reasons UMN has developed a policy of emphasising community medicine, both preventative and curative. The aim is to develop services that are good, which use to the maximum facilities already in Nepal and which Nepalis can afford and afford to run.



Training of Nepalis is of great importance in UMN hospitals, and professional nurse training, and programs for assistant nurse midwives and community medical assistants are undertaken. These are recognised by the Government. Students receive experience in villages, under the supervision of qualified personnel, and on graduation health workers are assigned by Government to village health posts usually with responsibility for ten to twenty thousand people.

The reduction of the child mortality rate, severe malnutrition and premature death, have been effected through basic health care provision, teaching in budgetting, use of basic resources of the country. Again the emphasis was on appropriate technology which involved members facing the tension of balancing what is best to do against what is appropriate to do in the context of the situation.

Dr. Iwamura further substantiated the policies adopted by the UMN in regard to medical work, by relating Nepal's conditions and needs to natural resources of the country, and explaining the problems that the introduction of western medicines can produce. Good health is dependent not only on medical facilities, but on improved agriculture, proper use of available foods, freeing mothers from heavy work (cultural tradition) to be available to care for children, introducing family planning, assisting families to manage their finances and resources more adequately.

#### RELATIONS WITH HIS MAJESTY'S GOVERNMENT OF NEPAL

Mr. Ruff explained the governmental structure:

##### KING

Cabinet Ministers



Kathmandu



Regions



Districts

National Panchayat



Regional Panchayat



District Panchayat



Village Panchayat

The UMN has dealings with every level of government except the King and usually the National Panchayat. Seeming restrictions placed on the UMN by Government have proven to be openings, and relationships at all levels are cordial, with assurances that the UMN's services and influence are highly regarded and needed throughout Nepal.

#### RELATIONSHIP OF UNITED MISSION TO NEPAL TO THE CHURCH

Mr. Ruff spoke warmly on this subject, sharing a paper submitted by the Church leader. There is no official relationship between Mission and Church, the Church being completely self governing. Relationships have been strong and helpful, and members of the UMN are expected to contribute in any way in which the Church wishes.

#### EXPANDING UMN ACTIVITIES

Proposals have been put forward by Government for UMN involvement in a Rural Trade Training School in Jumla, a valley 7000 ft. high, surrounded by 13,000 ft. peaks, in the isolated, poorly developed north-west of Nepal. It is at least eight days walk from the nearest highway. A high school with facilities for boarding is also being planned.

In Dhankuta, in the east, a training centre for industrial development with appropriate training for trades suitable to hilly areas is planned, the emphasis being on teaching people to use to better advantage the resources that are available.

The new Patan Hospital which will be the base hospital for the Lalitpur Community Health program, one of the major and most exciting projects under development, was explained in detail. The current cost appears to be \$US3,000,000, of which 75% has been granted by a Donor Agency in Germany.

# UMN PERSONNEL STATISTICS AND EVALUATIONS

212 of the 237 members are fully supported by Member Bodies.

The following statistics were presented to give an overall impression of the UMN membership:

Health Services	56%	
Economic Development	24%	
Education	12%	
Administration	8%	100%
<hr/>		
Married	61%	
Single Ladies	34%	
Single Men	5%	100%
<hr/>		
Total Ladies	66%	approx.
<hr/>		
British	33%	approx.
North American	33%	"
Others	34%	" 100%
<hr/>		

The spirit of enthusiasm and pioneering is portrayed in the age group represented:

34	in	20's
85	in	30's
47	in	40's
38	in	50's
8	in	60's

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Years of service given in Nepal read as follows:

99	1-3 years	(61 career people)
59	4-9 years	
27	10-14 years	
17	15-19 years	
10	20+ years	

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Mr. Ruff laid stress on the care and evaluation of members of UMN, pointing out the efforts that are made to develop open and helpful relationships through the Mission. General finance and health care, including all costs related to health, are the responsibility of the Member Bodies, however they are asked to allow the UMN to take decisions in emergency situations. While responsibilities lie with the Member Body, UMN makes available as many facilities as possible.

Annual reports and pre-home leave reports are made so as to assist in smooth functioning of the Mission.

The revised procedure for pre-home leave evaluation of personnel was outlined. Honesty, integrity and openness in making evaluations were stressed as being of utmost importance. UMN personnel have interviews, annually and before home leave, with their administrators and Functional Secretaries, covering such areas as work performance, spiritual growth and contribution, inter-personal relations, adaption to culture, and other areas of total life and witness. A report written by the administrator in consultation with the person interviewed is sent to the Executive Secretary. This forms part of the data for review by the Co-ordinating Committee and recommendation to the Executive Committee regarding return after home leave.

Among the most urgently needed foreign personnel are laboratory technicians, business manager, surgeon and a lady obstetrician. Mr. Ruff gave time to explain one of the most important areas which needs to be understood by Sending Missions - qualities necessary for effective life and service in Nepal. Flexibility and non-rigid viewpoints were perhaps the most important; others were a sense of humour (ability not to take self too seriously), non-imperialistic attitude, health, ability to live and think simply, willingness to learn and change views. Underlining all these is the absolute essential of spiritual maturity.

The secondment of UMN personnel by request to Government organisations has underlined the respect of HMGN for the contribution of UMN to Nepal's development. Those personnel requested, especially for the Departments of Health Services and Education, have usually had wide experience in UMN programs.

About five hundred Nepalis, a minority of whom are believers, are employed in UMN projects. To overcome the problem of Nepalis leaving their positions as soon as they are trained, UMN is now paying wages higher than Government. A gratuity scheme and provident fund on retirement have also been introduced to encourage Nepalis to remain in the employ of the UMN. Training of nationals and encouraging them into leadership being one of the major aims of the UMN, every effort is made to retain their services.

### FINANCE

Expanding on several brief references made to finance, Mr. Ruff explained the sources of income which make up the total budget. Funds, all from foreign sources, are channelled direct to UMN, whereas the other 45 aid agencies channel their foreign funds through the Government.

#### Types of funds

1. Per capita grants (for members) \$US600 per annum (Rs.7200/-)
2. Donor agencies - capital for on-going work
3. Undesignated gifts
4. Special projects, e.g. grants over say a five year period.

Nominal charges are made in hospitals which mean that large subsidies are usually required.

### FUTURE LEADERSHIP

In conclusion, Mr. Ruff spoke of his retirement from the position of Executive Secretary in June 1979, and the appointment of Rev. Carl Johansson who has been Chairman of the USA World Mission Prayer League to this position.

### CONCLUSION

Mr. Ruff, speaking also on behalf of his wife whose warm personalised contribution had been so appreciated throughout the Conference, thanked the Conference and especially the Convenors for the privilege of sharing with Member Missions what he considers to be remarkably

effective witness to Jesus Christ through a unique organisation. He said that similar conferences in USA and Europe had been a highlight and once again God had blessed in such a way as to make this Conference yet another highlight. With this all Conferees wholeheartedly agreed.

In response, Mr. Howard Barclay again expressed deep appreciation to Mr. & Mrs. Ruff for their part in the Conference and for the deepened sense of friendship and fellowship that has resulted. We are also grateful to the UMN for enabling Mr. Ruff to be present.

Special thanks were expressed to Miss Gwen Coventry who had carried the major part of organisation for the Conference.

In the concluding prayer there was a high note of gratitude to God for His presence, and anticipation of the continuation of His Spirit at work in the needy yet magnificent land of Nepal.

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**Proceedings of the Consultation  
of North American Member Bodies  
of the United Mission to Nepal**

**Curtis Hotel  
Minneapolis, Minnesota  
June 7-9, 1977**

PROCEEDINGS OF THE CONSULTATION  
OF NORTH AMERICAN BODIES OF UMN  
HELD AT CURTIS HOTEL IN MINNEAPOLIS, MN  
JUNE 7-9, 1977

The Consultation of member bodies and the donor agencies in North America in Minneapolis, MN, was in the planning process for a long period. Rev. Frank Wilcox, the Executive Secretary of the United Mission to Nepal (UMN), wrote to the World Mission Prayer League first on August 28, 1975, proposing such a Consultation. The Home Council of the World Mission Prayer League in its meeting held on September 13, 1975, offered to host the Consultation in Minneapolis, and made a motion affirming that such a Consultation would strengthen the bond of fellowship among the member bodies of the UMN in North America.

Our offer was graciously accepted by the Executive Secretary of the UMN, and the arrangements for the Consultation were set in motion in early 1976. After the agenda for the Nepal Consultation was tentatively worked out in consultation with the new UMN Executive Secretary, Rev. Gordon Ruff, the notices were issued to the member bodies and associate members informing them of the date and place of the meeting, and some of the relevant papers were sent to them. The Consultation was held at the Curtis Hotel in Minneapolis, June 7-9. The meeting commenced at 1 p.m. on Tuesday, June 7, 1977. Pastor Carl Johansson led in the opening devotions. Reading from Galatians 5:22-25, Pastor Johansson said that there was no law against love, joy, etc. in the statutes of Nepal. With all other restrictions or challenges, these nine fruits still have complete freedom of expression in Nepal. He reminded us that the Spirit has given us life and the Spirit controls us.

The meeting began with a deep sense of the

presence of the Lord.

Carl Johansson, the pastor of Trinity Lutheran Church of Minnehaha Falls, an LCA Church in Minneapolis, and Chairman of the World Mission Prayer League, was unanimously elected to be the chairman for the Consultation.

ROLL CALL: The following members were present at the opening meeting of the Consultation:

A. Representatives and the member bodies

- 1) Joyce Baldwin  
United Methodist Church
- 2) Alvin Berg  
World Mission Prayer League
- 3) E. F. Carey  
United Church of Canada
- 4) Carl Johansson  
World Mission Prayer League, Chairman
- 5) Robert N. Lytle  
The Wesleyan Church
- 6) Russel A. Liechty  
Mennonite Board of Missions
- 7) Marjorie S. Liechty  
Mennonite Board of Missions
- 8) Theodore Manaen  
World Mission Prayer League
- 9) Andrew McCabe  
Assemblies of God (Missionary to India)
- 10) Jiro Mizuno  
United Methodist Church
- 11) Telfer Mook  
Christian Church (Disciples of Christ) and United Church of Christ
- 12) Evie Moore  
NCC Church World Service (Southern Asia)



- 13) Robert Morris  
Bible and Medical Missionary Fellowship
- 14) J. K. Neudoeffer  
Lutheran Church in America
- 15) Vern Preheim  
Mennonite Central Committee
- 16) Becky Ruohoniemi  
World Mission Prayer League
- 17) Wilbert R. Shenk  
Mennonite Board of Missions
- 18) Frederick R. Wilson  
United Presbyterian Church Program Agency

#### B. Invited guests

- 1) Andrew Burgess  
Luther Seminary
- 2) Duane A. Olson  
The American Lutheran Church
- 3) Elsie Pettibone  
Presbyterian Church (Visitor)

#### C. Ex officio

- 1) Gordon M. Ruff  
Executive Secretary, United Mission to Nepal
- 2) San Ruohoniemi  
UMN Missionary in Nepal
- 3) Norma Kehrberg  
UMN Missionary in Nepal

The following agenda, as circulated earlier, was approved:

- 1 - Devotions
- 2 - Approval of Chairman
- 3 - Appointment of Recording Secretary
- 4 - Executive Secretary's Report (1976)

- 5 - Organizational Chart of UMN
- 6 - Report of UMN to Prime Minister of Nepal for 1976
- 7 - Treasurer's Report for 1976
- 8 - UMN Five Year Plan
- 9 - Relations with His Majesty's Government
- 10 - Personnel Needs: a) Expatriates  
b) Nepalis
- 11 - Expanding UMN activities:  
a) Geographical  
b) Variety of Roles
- 12 - Relationship between UMN and the Church in Nepal
- 13 - UMN Seconded workers
- 14 - Board of Directors' recent actions
- 15 - General Conference
- 16 - Patan Hospital
- 17 - Publicity Material
- 18 - Any other matter

Recording secretaries: Theodore Manaen, Associate Director of the World Mission Prayer League, was appointed recording secretary. Mr. San Ruohoniemi was requested to assist Mr. Manaen.

The following papers and documents were distributed to the participants:

- 1) UMN Board Printed Minutes of April and November, 1976
- 2) Greetings from Nepal, December, 1976
- 3) April Board of Directors and Executive Committee Mimeographed Minutes
- 4) UMN Five Year Plan
- 5) Executive Secretary's Report
- 6) Treasurer's Consolidated Statement for 1976
- 7) Report to the Prime Minister for 1976
- 8) Personnel Needs List, March 1977
- 9) Pastor Robert Karthak's paper on

"UMN and the Church in Nepal"

10) King Birendra Bir Bikram Shah Dev's  
New Year's Day Address

One of the highlights of the Consultation was the display of the numerous pictures, posters and graphs brought by Gordon Ruff. The posters prepared by Jonathan Lindell portraying the aspirations of the people of Nepal, their many problems, and the role of the UMN in the task of holding out a hand of help to the needs of the nation were greatly appreciated.\* A very carefully selected set of slides was used by Gordon Ruff to complement his presentation. Another highlight was the privilege many friends and members of the World Mission Prayer League had of meeting Gordon Ruff, Executive Secretary, and the executives and delegates of the North American member bodies at a supper on Tuesday, June 8, in the evening at WMPL headquarters. "Living Waters of Nepal" and "The Road to the Future", the two current films on the work and ministry of the UMN in Nepal, were shown.

The purpose of the Consultation as conceived by the Board of Directors, Gordon Ruff explained, was to afford an opportunity to member bodies and donor agencies in Europe and in North America to get a glimpse and understanding of current hopes and future plans of the UMN. At the meetings and conferences held in Kathmandu many representatives are not able to come, but the regional conferences do facilitate a reasonably larger representation of member bodies, with their headquarters being within a few hours' flight or an overnight train journey. Although the Consultation does not have a decision-making mandate, discussion and deliberation, comments and criticism at the meeting go

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\*The posters prepared by Jonathan Lindell were printed in Minneapolis and have been circulated to all the member bodies of the UMN.



a long way in helping the Board of Directors and the staff of the UMN to mold and shape their future decisions. The Consultation could be highly informative to participating members and would be of immense value to them as they seek more meaningful involvement with the UMN.

Explaining thus the purpose of the Consultation, Gordon Ruff, the Executive Secretary, said that as the new dimensions of ministries unfold themselves, the member bodies should be able to get an in-depth understanding of the great work that God is doing in the land of Nepal.

Deliberations of this meeting would encompass achievements made so far, by God's grace, in the fields of hospital and public health, education, economic development, and other involvements of the UMN in Nepal, and also point to the many doors that the Lord is placing before the Mission.

#### HIS MAJESTY THE KING'S MESSAGE TO THE NATION

The first document presented was the message given by His Majesty King Birendra Bir Bikram Shah Dev on New Year's Day. The King's message reflects his deep concern for the people and the giant strides he envisages for the development of the country of Nepal and the prosperity of the people. Inasmuch as King Birendra's message reflects the very ethos of the people, the UMN could not but take a serious note of this important document.

The main fulcrum of the three-day deliberations of the Consultation was the Five Year Plan of the UMN. Its objectives and aspirations fit in with the objectives of the Five Year Plan of HMG, which is being steadily implemented.

THE UMN REPORT FOR 1976 was circulated and

Gordon Ruff, Executive Secretary, touched on the salient points of the report. He expressed the joy of the Mission in welcoming the Finnish Missionary Society as a member of the UMN in 1976.

Mr. Ruff laid stress on the point that in terms of the Five Year Agreement with HMG, efforts were continuously being made to train Nepali personnel.

Making reference to the reorganized structure of the UMN, which was adopted in the Board meeting in 1976, Mr. Ruff laid emphasis on the need of pastoral counseling for the workers. He reported that Russ and Marge Liechty were coming for one year on their sabbatical to fill in this vital position in the family of the UMN.

Mr. Ruff made a reference to the annual Workers' Conference when the missionaries from all centers in Nepal get together for spiritual fellowship and for sharing concerns and getting acquainted with one another. Though not a decision-making body, the workers' conference can make recommendations.

Mr. Ruff discussed at length the structure of the various functional boards of the UMN and their responsibilities. There are forty-two projects emphasized in the Mission's Five Year Plan and each of these has a "grassroot level commitment." Making a specific reference to health services, San Ruohoniemi, former health services secretary, expressed his opinion that health service workers were cooperating more under the health services board than when each project was handled separately. The organization looks top-heavy with two non-voting representatives from each project, but he believed it is functioning better, and with less competition among projects. He said, "We have more of a sense of unity and

purpose in working together."

#### RELATIONSHIP BETWEEN THE UMN AND THE CHURCH IN NEPAL

At this stage Gordon Ruff presented a paper on Relationship between the UMN and the Church in Nepal, written by Pastor Robert Karthak, the Chairman of the Nepal Christian Fellowship.

Mr. Ruff reported that the only official place that the church has in the UMN is the representation of two members on the UMN Board with power to vote. There are Nepali personnel at various levels in the UMN and their participation in discussion is always available. It was clarified that the Nepali church is not one of the member bodies of the UMN.

Robert Karthak's paper was not recorded. Some of the observations and comments made after the reading of the paper could be summarized as follows: a) The UMN is not involved in evangelism, church building or pastoring the church because of the government restrictions; b) today the general estimate is that there are 1400 Christians in about forty groups in different parts of the country; c) the Christians are frequently arrested and incarcerated; d) the national church leadership is resentful of certain kinds of missionaries that are sent to Nepal who are not apparently committed to being witnesses to Jesus; and e) the church concedes that missionaries cannot be involved in evangelism and church planting, but they can certainly be witnesses within the fellowship of the church in the teaching ministry without promoting their denominational doctrines. Mr. Ruff broadly explained the structure of the Nepal Christian Fellowship (NCF) as being not a denomination. He explained that the NCF was a fellowship trying to draw Christians together from all



over. Very recently the NCF adopted a basic statement of faith. They are moving very slowly, but really letting Christ work in the hearts of individuals, letting Him develop them into Christian people, and then they are beginning to say, "How are we going to strengthen ourselves?" For a number of years the NCF had one annual conference in Kathmandu with believers coming from different parts of Nepal. It wasn't a structured assembly where they passed motions. It was simply a fellowship of Christians trying to find out in the country of Nepal what God wants them to do, and how they can strengthen each other as witnesses to Jesus. It got so big last year that they decided to split the conference into four different zones. There are four political regions in the country: central, western, far western and eastern. In each zonal conference the attendance was 200. Previously they had 400 people come to the conference and now they had over 800 strong. That is the story of the Nepal Christian Fellowship.

## COUNSELING FOR MISSIONARIES

Concern was expressed as to what was being done in the area of counseling for missionaries, more so in the case of single workers and those who are serving in remote areas.

Speaking on this concern, Gordon Ruff pointed out that because of missionaries going on furlough or retiring, there is no exact figure for missionaries serving in Nepal at one time, but the figure of "200" is normally used. One-third of these are single women; two-thirds are couples. Of course, there are a few single men workers, too. So there are roughly two-thirds women and one-third men.

The need of counseling for workers is a

longfelt one. But to have one counselor for each station might be hard for lack of trained people. Mr. Ruff reported that with Asbjorn Voreland's appointment in early summer as a personnel counselor, help will be available. He will assist as a language orientation supervisor, and will also concentrate on counseling workers in Kathmandu and Okhaldhunga and Ampipal areas. Russ and Marge Liechty will help in Pokhara, Butwal and Tansen. Besides these counselors, help and counsel can always be obtained from the Functional Secretaries and the Executive Secretary. The suggestion was made at this point that the screening of workers before their appointment should be made thorough. The possibility of a psychological test being a part of medical tests may have to be considered.

#### REPORT OF THE UMN TO THE PRIME MINISTER OF NEPAL FOR 1976

The report to the Prime Minister is an annual feature. Copies were made available to the members.

#### THE UMN'S AGREEMENT WITH THE GOVERNMENT

Reporting on the agreement with HMG which is in operation until 1980, Gordon Ruff drew the attention of the members to the clause of the agreement which provides training of Nepali staff. During the year about 500 Nepalis were being trained. Many of them are highly trained and some of them replace foreign staff.

#### RELATIONS WITH HIS MAJESTY'S GOVERNMENT

The relations with HMG have been excellent, and the government has been helpful all the way along. One high-ranking officer is reported to have told Mr. Ruff that UMN has a good standing with the government. After chatting with Mr. Ruff

for a little while, he asked him, "What is your motivation for coming out to Nepal? Why do you leave your comfortable position in the West?" Mr. Ruff replied, "We feel the love of God in our hearts in Christ. We know the tremendous abundance we have in the West and we are just happy you have invited us to come and share with you because we really feel a God-given call to help the people in Nepal..." There are now no difficulties in obtaining visas for missionaries. Mr. Ruff reported that on one day thirty-seven visas, which were pending for some time, were granted. He added, "We have struggled to start programs and now HMG is coming to us and asking us to get involved. All of a sudden the floodgates are open and missionaries are getting their visas and we believe we are on the right track ..." Challenging the participants, he said, "I hope you catch the enthusiasm as I present this to you."

Some discussion took place with regard to human rights. Mr. Ruff reminded the group that it is evident from His Majesty's speech that he has a real concern for his people. Theodore Manaen submitted that to discuss human rights in Nepal would be most inopportune at the present time. The UMN has entered into agreement with the government, and the missionaries serving under the UMN should strictly adhere to the terms of the agreement and we should do nothing which would jeopardize the position of the UMN in Nepal.

#### THE UMN FIVE YEAR PLAN

Gordon Ruff reported that the Board of Directors was requested to draw up the Five Year Plan in April, 1976. It took about nine months to work out the projects, study what had been done and evaluate the whole work. The Plan went through functional boards and back for further study and then came to the coordinating committee



and was finally ready to be presented to the Board for its approval. The approval given by the Board in its 1977 meeting had mainly to do with the guidelines of the Five Year Plan.

Mr. Ruff took the participants through the UMN Five Year Plan (1977-1982) very graphically and explained all the challenges and opportunities.

Reference was also made to the Five Year Plan (1975-1980) of HMG in Nepal. And it was pointed out that the Mission's plan was very much in accord with the plan of HMG.

Copies of the UMN's Five Year Plan (1977-1982) were distributed.

The Five Year Plan envisages accomplishing great works and sets very high goals. Mr. Ruff challenged the group by saying, "Our message is that we need people so that these objectives will be achieved."

#### MEETING THE PERSONNEL NEEDS FROM ASIAN COUNTRIES

Answering a question whether Asian countries were being tapped to meet the growing need of personnel, Gordon Ruff responded that the UMN leadership is definitely seized of this possibility. Workers are being recruited now from Korea, Singapore, the Philippines and Japan.

#### MEMBERSHIP

Answering a question about the membership of the UMN, Gordon Ruff pointed out that the church or missionary agencies intending to be members of the UMN make their application for membership and, upon acceptance, pay an annual assessment of \$600 per worker. If a couple is sponsored, the assess-

ment of \$600 is for each spouse.

If a member body does not sponsor any worker, it pays a flat annual assessment of \$800.

The sponsoring agency pays travel for a worker out to Nepal where he is assigned, and covers all support, medical costs and education for children. Once in Nepal, the UMN is responsible for housing, basic furniture, travel from one project to another, and the shipping cost of a specified amount of luggage back and forth. The sponsoring mission board also pays for language study.

#### U. S. AID MONEY

Answering a question whether U. S. Aid money has ever been applied for and accepted, Mr. Ruff answered that the UMN has never asked for such money. Opinions were expressed that there are always strings attached to government money. And unless it is absolutely free from any strings or obligations, government money is best avoided.

#### SECONDED WORKERS

Speaking on Item 13 of the agenda, Seconded Workers, Gordon Ruff pointed out that there are more and more openings for UMN personnel in non-UMN-controlled projects, such as the Butwal projects, the schools and new hospitals. Through past experience the UMN has learned that workers seconded to such projects should be mature people who have worked for some time in Nepal and have skills appropriate to their positions, rather than new or unskilled workers. Also, those who are assigned to such posts have particular need of fellowship and pastoral care, so the Mission needs someone to be responsible for such care in each area. He added that the most critical of person-

nel needs are: 1) a lady obstetrician, 2) nurse tutors, and 3) office secretaries.

#### SELECTION OF NEW EXECUTIVE SECRETARY

Gordon Ruff informed the members that his term as the Executive Secretary of the UMN was coming to an end. A committee has been appointed to select a candidate for the post. The newly elected secretary may have to assume office in the spring of 1979.

#### THE GENERAL CONFERENCE

A UMN General Conference has been scheduled for April 2-4, 1979. The purpose of this conference is to discuss the future course of the UMN in the light of past history and present conditions with the emphasis on thoughtful discussion and not on making decisions.

Mr. Ruff also informed the group that a brief history of the ministry of the UMN in Nepal is contemplated, and Jonathan Lindell has been commissioned to write the book.

The Twenty-fifth Anniversary of the UMN's service in Nepal would also be celebrated at this occasion. A detailed program is being worked out for this celebration.

#### PATAN HOSPITAL

Introducing the new hospital project, Patan Hospital, Gordon Ruff said, "It's been in the works for at least ten years. Originally it was to be the replacement for the Shanta Bhawan Hospital which is in a rented palace. The plans were frustrated at every point. Finally the group decided to make plans anyway and a blueprint was drawn up - a document with all the features which



were desired to go into the hospital. It's that kind of document that's given to the architect so he can put the drawing on paper. San was the project director. About two years ago the government came up with the idea: 'Don't replace the present Shanta Bhawan Hospital; move out of Kathmandu to the east to Patan which is the district center - a large district from Kathmandu south.' We are already heavily involved in a community health program there which San has been involved in. The concept was not to replace it, but building a base hospital for the community health program. A whole new concept. After much negotiation, we signed an agreement." Mr. Ruff reported that the Board has approved the project, HMG has accepted it and encouraged the Mission to build the Patan Hospital.

Earlier projection of the cost was 1.6 million dollars but the present estimate is 4 million dollars. The whole proposal is under discussion, and whether or not to go ahead with the building of the hospital with such a huge capital investment has become a moot question. Besides, the agency in Germany which had earlier assured at least 75% of the cost is now hesitating to pick up a proportionate amount of 4 million dollars.

Some more meetings will be held in Kathmandu, as well as more consultations, before a final word can be said about Patan Hospital. Mr. Ruff shared that the Mission thought that it was God's will that the hospital be built.

As the Consultation came to a close Gordon Ruff expressed his gratitude for the arrangements that had been made prior to the meetings. He said, "I want to express my appreciation to Al Berg and to Theodore Manaen for the way they planned the Consultation and also handled all the local arrangements. Everything we needed was here.

Thank you, too, for offering to host the conference for us and for doing it so beautifully." He added further, "I am grateful to you, Carl, as our Chairman, for your input and your concerns; also to my two fine colleagues from Nepal, San and Norma."

In conclusion he said that his journey began on May 21, traveling from Kathmandu to Finland, Sweden and Norway, enjoying the blessing of God as he met with many others whose interest and enthusiasm for the work in Nepal had encouraged him. He added further, "I am so grateful to you for coming and sharing, and for the privilege He's given me to represent all the work in Nepal."

On behalf of the World Mission Prayer League, the General Director, Alvin Berg, also expressed appreciation for the privilege of being host to the Consultation. He said that it was especially good to see the work of the UMN from the point of view of what God is doing. It is one thing if just a group of missionaries or professional people are doing something, but the fact is that God is there and is at work."

The Consultation was adjourned sine die at 12 noon on Thursday, June 9 with devotions led by Dr. Wilbert Shenk.

Respectfully submitted,

*Theodore Manaen*

Theodore Manaen  
Recording Secretary

Zur Ablage  
Aktenplan-Nr. 242  
Datum 14.7.77  
Handzeichen *DSM*

D r a f t  
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*Seeberg*

Notes on topics discussed at the Meeting of some European Members of UMN  
25. - 27. 2. 1976 in Mainz/West-Germany

1. Gossner Mission and Dienste in Übersee had invited all 16 European Member Bodies of UMN to a consultation. Ten organisations agreed to participate; representatives of the following attended the meeting:

Free Church of Finnland (Miss Sukanen),  
World Prayer League, Norway Branch (Mr. Berget),  
Nepal und India Mission, Swiss Friends (Mr. Künzli),  
Church Missionary Society, London (Mr. Warner),  
Methodist Missionary Society, London (Miss Stephens),  
Gossner Mission (Pastor Seeberg, Miss Friederici),  
Dienste in Übersee (Mr. Kaiser).

The notes below record questions raised, general feeling, understanding, and consensus and have been confirmed by all participants before circulation.

2. General Conference, Board of Directors

It appears to be practice of many UMN member bodies not to send their General Secretaries or Regional Secretaries but delegate workers to represent them at the annual Board of Directors Meeting. Whereas it could be observed that not all concerned in Europa are very much familiar with UMN (and in particular current) affairs it is but obvious that workers in Nepal can hardly be in a position to represent their home organisation in a fullfledged manner. Workers in Nepal have understandable difficulties to know the latest position at home and to make commitments on behalf of their seconding agency.

Accordingly, neither a General Conference nor the Board of Directors under present conditions could be considered to function optimal. Members in Mainz didn't attach significance to a General Conference, have, however, made some observations concerning the Board of Directors.

3. Board of Directors

All representatives present expressed their organisations' interest in strengthening the Board of Directors, as the directing and controlling body for UMN's work in Nepal and as the competent link between the Member Bodies and UMN.



It was felt that the Board should become more strongly involved in processes leading to formulation of policies. In order to enable it to discharge its tasks more effectively it was considered necessary to provide it with more information. Only when Member Bodies are getting full information on all sides of an issue can they really be involved, discuss and determine their own response and instruct their representatives for the Board Meeting or communicate a decision in writing.

During the consultation a lack of information was experienced on guidelines according to which UMN is attempting to realise an important aspect of its objective (to minister the needs of the People) in the various fields of activity. It was presumed that with limited capacity of personnel and funds one would have to discuss and arrive at priorities on which to concentrate efforts and to identify particular areas of engagement into which Christians must feel called.

Those present in Mainz saw a good opportunity for processes leading to formulation of guidelines in the creation of Functional Boards.

#### Health Services Board

Reasons as to why fairly few members of this board are medically trained were not understood.

#### 4. Duties of the Board of Directors

According to the present as well as the proposed new constitution and byelaws officers and boards have been given lists of duties. The Member Bodies represented in Mainz desire an analogous formulation and laying down in the constitution and byelaws of duties of the Board of Directors.

The following was observed on the basis of Rev. Wilcox's letter of 18. 6. 75 (A) and the proposed constitution etc. of 2. 2. 76 (B).

- (A) 1 - 3 is already provided for in (B) III to V. It may be part of the consideration desirable in this context to define distinction between more procedural aspects or duties and substantial duties being concerned with policy, planning, direction and control.
- Bye-law VI C 3 requires the consequence as indicated in (A), no. 4.
- (A) 6: Should there not be guidelines as to how Boards of individual institutions and projects may be formed and work, at least for those where UMN doesn't share responsibility with others?

- Would (A) 7 include all boards and committees under the Board of Directors?
- However duties of Board of Directors may be formulated, should (A) 11 not rank more prominently in the list?

Does "administration of the UMN" include the entirety (policy, planning, direction, work, control) of UMN?

It was felt in Mainz that a number of items of the list (A) touch only aspects of larger issues, e.g.:

- (A) 7: Control on what basis?
- (A) 8: Should the body representing paying and otherwise supporting members not be more concerned with budgeting?
- (A) 9: What are the means of response of the Board? Do the representatives of members have a chance for initiatives?

Participants in the consultive discussions were very aware of the very complex nature of the points raised. There was the wish to be enlightened regarding the rationale of the list (A) and why the UMN Executive had not proposed to include this or any other appropriate list in the bye-laws.

## 5. Personnel

### 5.1 UMN expatriate and local workers

Throughout the constitution, the Board Appointees is being given particular stress, the term is printed in capital/**bold** letters.

Once we are concerned with contacts to and communication with other people and mean to encourage and train for local leadership, shouldn't we make all efforts to minimise distinctions?

While the Mainz Meeting was quite realistic about gaps between expatriates and local people that can never be bridged it would like to encourage reduction of distinctions wherever this is possible in constitution, daily practice and administration.

From their experience in other places members expressed their concern at large numbers of expatriates in the same institution or locality as hindering intensive contacts to local people. Members didn't know of considerations or efforts to include Nepali participation in bodies representing UMN workers. Could functions of the Workers' Conference be separated according to issues? Lately this Conference has been dealing with subjects of common interest and concern to local people and expatriates. Spiritual questions are probably not of common significance to all of both groups. Is oneness practicable at least vis-a-vis common issues?



What is the experience regarding succession of UMN workers by local teachers when the school doesn't have to provide a local salary as a precondition for local recruitment?

## 5.2 Recruitment

Members' experience with recruiting people for UMN was briefly discussed. Representatives found that correspondence with HQ regarding employment of workers could be more swift. In a number of cases organizations in other countries who had reacted more rapidly secured secondment of people, who had originally been willing to go to Nepal.

It was suggested to improve the job descriptions for openings. A distinction of necessary and desirable qualifications and experience could be helpful. Generally, it was desired to have a more systematic list of openings, regularly brought up to date. There could be one very brief list, giving a survey of people wanted, and on request of recruiting agencies a list giving full details could be provided. If the lists of openings showed also priorities this would be more helpful for the agencies' work.

At present, no trend towards specific emphasis on professions with individual member bodies is visible so that a pattern of sharing recruitment work cannot be discussed yet. It was said that Church Missionary Soc. and Methodist Missionary Soc. experience difficulty in recruiting medical doctors, Dienste in Übersee cannot find enough secondary teachers with science subjects, Gossner Mission has declined to second nurses to hospitals.

A system of cross-information between recruiting agencies could reduce duplication of work. Some degree of parallel efforts seems to be inevitable.

## 6. Finances

Most members represented in Mainz don't have difficulty with an increase of per capita worker grant. DÜ have communicated their position to UMN. It was, however, desired that members should be informed about value and proportion of personnel-related expenses to expenditure for programmes and projects and other expenses.

Since there is a definite relation between budgeting, policy and controlling functions of the Board the question was raised whether the following year's budget proposals of UMN should not be circulated along with other papers before Board Meetings.



7. Other matters

7.1 "Robert's Rule of Order"

Could member bodies be supplied with a (fresh?) copy of this rule?

7.2 Next meeting in the region

All participants in Mainz expressed their satisfaction with the meeting and agreed to attempt having another one in January 1977.

Could some material concerning agenda items of the following board meeting be made available in January 77? Could someone from headquarters Kathmandu plan to participate? (Travel expenses appear bearable if all European member bodies join in providing them).

Member bodies are invited to suggest a venue for a next regional meeting.

7.3 Sending papers and materials

The Mainz 76 meeting proposes to UMN to consider if it is acceptable and realistic to have materials, which go to all, regionally duplicated and mailed in order to save money.

Stuttgart, 12.3.1976

Kurt Kaiser