

GORKHA PROJECTAnnual Report, July 1985 - July 1986I. HOSPITAL1. Introduction and Summary

During the year, previously made changes have been consolidated, all staff positions have been filled and there have been harmonious relations among the staff, patients and expatriates. Despite both out-patient and operation numbers remaining constant, admissions have been reduced by 16% as a result of pursuing a policy of lessening the in-patient work load for staff. This has mainly been through non-use of dera (minimal care) beds, with work load and bed occupancy in the ward little changed. Deliveries have increased by 19%. The MCH and TB records were transferred from CHP to hospital. Modifications in medical-surgical stores, laboratory and pharmacy are not all completed yet. There has been an overall emphasis on in-service training of staff and health education of patients. Relationships with the surrounding community have been supportive with increased contact with some health posts run by Save the Children Fund USA.

2. ActivitiesA. Service

- 1) The MCH clinic is now run by the hospital functions as an integral part of OPD, allowing more efficient use of staff.
- 2) TB statistics and records, since transfer to the hospital, have been revised. Defaulters are more easily identified, default rates have fallen from 50% to 40%, and the catch of sputum-positive patients has increased dramatically from 20% to 70%.
- 3) Considerable success has been achieved in avoiding extra beds in the corridors, especially since using the leprosy unit (PJK) as a minimal care unit for all types of patients.
- 4) Structural and system changes in the laboratory, including the acquisition of binocular microscope and colorimeter, have improved efficiency accuracy of results and allowed the introduction of two new blood tests: glucose and urea.
- 5) Two-stage revision of the medical-surgical stores has got rid of useless items, revised the cataloguing and improved the methods of ordering from the store.
- 6) A move to prepacked medicines in the pharmacy may eventually also allow spot checks on accuracy of dispensing.
- 7) Continued effort has been made to minimize costs to patients.
- 8) Improvements in the laundry include changing from wood to kerosene, and adding an additional direct water supply.
- 9) The precarious hospital water supply has been improved by completing a new large tank. Deforestation of the hillside above the hospital (the main cause of the water problem) may be helped by the recent completion of a small reforestation programme by the Resource Conservation Utilization Programme (RCUP).

B. Education

This is fully dealt with under Personnel and Training. Education at all levels of staff and patients has continued to be a major aspect of the work.

C. Relationships

- 1) The Hospital Internal Advisory Committee has participated helpfully in the running of the hospital and played a major role in formulating plans for the coming year.
- 2) Efforts to make Amp Pipal a more enjoyable place to come and work for out-of-district staff seem to have been successful, with all ANM and staff nurse posts filled.
- 3) Recreation facilities have been improved with building a table-tennis table, cementing a badminton court, opening a staff library and running games tournaments.
- 4) Another staff picnic was held this year and enjoyed by all.
- 5) Little progress has been made in closer participation with HMG in health care in the Gorkha District.

3. Personnel and Training

A. Personnel

- 1) All senior posts have been filled for most of the year.
- 2) Greater flexibility has been possible since 60% of OPD staff can do two or more jobs.
- 3) The staff list has been increased by the transfer of 8.5 FTE (full-time equivalent) from CHP.
- 4) A head housekeeper now supervises the cleaning staff.
- 5) The recruiting and training of 2 ANMs, instead of 2 HAs, as patient examiners in OPD allows female patients to mostly be examined by female staff.
- 6) Expatriate posts have mostly been filled with help from occasional short-term doctors.
- 7) The half-time post of hospital visitor is now filled with great benefit.

B. Training

- 1) On-going In-service Training
 - Two ANMs as patient examiners and regular classes for all examiners.
 - Classes for nurse aides by pharmacist and HA as well as by senior nurses, using a programme developed locally.
 - Nurse aides teaching Level 1 workers.
- 2) Professional Training:
 - One person now returned to work after being sent for staff nurse training with the hope now that there will be a long-term local SN.
 - One HA in process of applying for MB BS.
 - Senior lab assistant did 3 month refresher course in Kathmandu.
 - One person trained as anaesthetic technician in Patan.
- 3) Consultant Visits:
Much appreciated visits by lab technician (major overhaul of lab), psychiatrist, nutritionist, non-formal educator, dentist and pharmacist and physiotherapist.

4. Inter-relationships

CHP now has no real structural contact with the hospital and this needs careful attention to ensure on-going mutual support between the two programmes. The many informal links between the hospital and the community seem to be the most appropriate level of communication at the present time for both sides. Good relationships have also been established with Save the Children Fund USA, with plans to help train some of their health post workers.

5. Research and Evaluation

- a) A major review of year plans in December 1985 by Nepali and expatriate staff.
- b) Disease 'X' research resulted in a visit by an Australian expert who felt it may be necrotising enteritis (nigel), a disease so far not reported in Nepal. A better understanding of how to treat these cases has resulted in better survival figures this year.
- c) Retrospective survey of TB patients helped to revise the record system and improve other aspects of the work.
- d) Time-flow analysis of OPD patients helped reduce waiting times.
- e) Some hospital treatment protocols were rewritten.
- f) On-going assessment of treatment costs per patient helped doctors' awareness of these matters.
- g) OPD study of anaemia investigated accuracy of clinical estimation and the incidence of the various causes.

Ken Anderson
Medical Director

II. COMMUNITY HEALTH PROGRAMME

1. Summary Report

When in March 1986 two expatriates started to live in Gakhu, few hours from Amp Pipal, and the CHP target area was enlarged to 5 panchayats.

January 1986 saw the handover of the MCH clinic and 5 of its staff to the hospital. In our 3 other clinics more responsibilities were given to local committees and their employees, for registration, ante-natal checks and health teaching.

The different emphasis in agriculture led to far less farm activities and reallocation of 5 of the workers to hospital and area services.

"If this alternative employment can not be guaranteed, UMN would need to look at its role as "confirmed employer", was the discussion at the PMC, proposing this line of action.

The Nepali staff expressed their uncertainties about the desirability of Community Motivation, with the possibilities of job losses, in a letter to HQ rather than in a strike.

2. Programme Activities (in order of plans for 1985-86)

a) To work with villagers in identifying and trying to help them meet their basic needs and improve their quality of life.

In 3 panchayats, at an average of 4 hrs away from the center, 6-7 expatriates were present on and off to raise health awareness, teach, train, treat, and facilitate desired changes. A short-time NFE worker assisted in training of literacy learners to teach others.

b) To provide regular services and teaching to mothers and children in target areas.

Three MCH clinics, home and area visits continued, in 2 panchayats. Drama with a health message was performed in several places but was found too cumbersome and was discontinued in favour of role plays.

c) To develop a working relationship with HMG/N health and development workers at district and local level.

A long desired agreement re vaccination in our target area was reached with EPI. Nepali Red Cross sent their local workers to supplement their own training. Working together with the local health post, family planning workers have been almost none, due to distance to the District Center for negotiations. In the "development" sector this is even more so.

d) To assist communities in training village volunteers in areas of health, literacy and animal health.

Two local farmers were sent to RDC for Animal Medicine courses; one was to function as stockist to provide medicine for AH volunteers (about 8) in the area. With the departure of the JT for training this is an urgent need. Two 'phases' of Community Health Leaders (CHL) training are completed in Thalajung. For this year we are preparing Amp Pipal and Harmi, meeting local leaders, facilitating health committees etc. Construction of toilets became a political issue during election time. Literacy teaching has been the entry into the community in Gakhu, and continued in Thalajung.

e) To assist the hospital in TB case finding and leprosy/TB follow-up.

Shortly after the writing of 85-86 plans it became evident that the hospital was in a better position to coordinate TB finding and TB/Leprosy follow-up, and the CHP worker then joined the hospital staff.

f) To emphasize integrated development through agriculture, animal health, drinking water and sanitation for improved health and nutrition.

After diminished work at the farm, the JT and one development worker went more often to farmers to teach and advise, together with health workers.

g) To facilitate on-going training for national staff.

Skills in encouraging others to take action, through group

meetings, conducting training sessions are being learned/stepped up; acting in drama and in song was practised. Through work and in classroom-teaching, subjects such as nutrition, psychiatry, community diagnose etc. were taught. Planning and implementing, record-keeping skills need more attention.

3. Interrelationships with other programmes

The hospital was used for referrals of patients, teaching staff. There were visits from a UMN Nutritionist, Psychiatrist, Dentist. We obtained advice re use of farm and evaluation of water technician from RDC.

Working with HMG/N workers is still unsatisfactory. Tansen was very helpful in catering for many of us for CHL training orientation. Save the Children Fund (USA), also working in Gorkha, requested training in slide examining technique and shared their experience in CHL training.

4. Community Involvement

Our programmes are still very much seen in the line of providing services, e.g. people come for seed, seedlings, fertiliser, but hardly ever to discuss newly taught farming ways. Stocking of animal medicines and use of trained animal health volunteers, rather than coming to us for help, as is practice today, is desirable. During election time, building toilets was heralded by local leaders with good results, biding the right time for campaigns could be learned from this. Water programmes have in their rules a real challenge for involvement but are often not used as such.

Amp Pipal Panchayat has been inviting CHP to their panchayat meetings which often was a good place to discuss issues concerning both.

5. Evaluation

There have been many discussions comparing past and present, some times with fear expressed as to how the "training way" could work. There also is a growing conviction people should be involved in their own programmes. This includes Nepali staff taking more initiative for direction of programme. However, we are still looking for measurable indicators to evaluate our work more objectively. Availability of volunteers for CHL training may be one, attendance numbers in clinics and at vaccination campaigns another. Home visiting was proved an inadequate means to collect statistics if not done accurately.

6. Personnel/Training

Seminars, refresher courses, practice in CHL training in Tansen, and intergration courses have been widely attended. The Programme Coordinator and Senior CMA are attending course on Rural Development (4 months) in India. JT left to study BSc in agriculture. In July there were 16 Nepalis and 8 expatriates on the CHP team.

Niekje Waaning
CHP Director

OKHALDHUNGA PROJECTAnnual Report, July 1985 - July 1986A. DISPENSARY1. Summary Report

The hospital aims to provide basic medical and surgical care to the people of the surrounding area. In the past year more than eleven thousand out-patients and a little less than nine hundred in-patients were treated.

2. Activities

In addition to the on-going in- and out-patient work, the following activities were undertaken:

- a) A one week eye camp in collaboration with staff from Lahan Eye Hospital and Okhaldhunga CHP, during which 450 people were examined and 45 had an operation done, mainly for cataract.
- b) A two week surgical camp with the help of a surgeon and an anaesthetic nurse from Tansen. During which time 18 major operations were done and several minor ones.
- c) A one week dentistry camp with the help of UMN's dental programme.
- d) A colorimeter arrived but has not been installed yet nor have our lab workers been instructed how to use it. We are waiting for a visiting lab technician to help us with this.
- e) A volleyball court was completed which is used by hospital and CHP staff.
- f) The objective to minimize costs was approximated reasonably well with an average out-patient revenue of NRs. 16.8 (US\$ 0.80) per patient visit, and an average in-patient revenue of NRs 130.- (US\$ 6.-) per admission.

3. Inter-Relationshipsa) CHP

Our relationship with CHP has been good and mutually beneficial. CHP took care of follow-up work of TB and Leprosy patients in their area; helped out in OPD on several occasions by lending us their CMA; took part in the formal patient education sessions in the OPD. Hospital staff on the other hand were involved in the further training of CHP staff, as well as Community Health and Development Leaders and other volunteers.

b) HMG Health Workers

The relationship with the Doctor In-charge of Rumjatar Health Centre was good, but recently somebody else took over with whom we have only met briefly. The Health Inspector and the HAV/CMAs of the District have come regularly to sessions about medical subjects. These sessions were facilitated by CHP and take place every 2 months. This has been a great help to come closer to health workers in the District. We have not been taking part in any

formal planning for a possible District Hospital, nor have we been aware of any such planning going on at a District level in the past year.

c) Community

Relationships with the community have been steady and good. There has been active participation in a CHP initiated mini-planting programme to protect the hospital watersource. The highlight of the year was Princess Helen Shah's visit to the hospital when she was in Okhaldhunga in March 1986 to inaugurate the new Red Cross building. One of our hospital staff became a member of the local Red Cross Committee on request of the community.

4. Research and Evaluation

In October 1985 the project was visited by a delegation of the FELM and the Finnish Government, who have been funding this project for some time and have promised to do so in the future.

In February 1986 we had a one day evaluation seminar with people from the HSB Evaluation Study. This proved a useful time for both Nepali and expatriate staff, and helped us to put our day-to-day work into an historical perspective.

5. Personnel/Training

We have been unsuccessful in sending staff elsewhere for further training. The nurse-aide that applied for ANM training was not accepted. The lab assistant who was due for a 3 month upgrading at the Central Health Laboratory could not go because of erratic communications. The nurse-aide who was going for 3 weeks training in Amp Pipal could not go for family reasons.

However, we have done some 'on the job' training. Two nurse-aides trainees were upgraded and became nurse-aides after two years of on the job training. Four new nurse-aide trainees were employed and their training started. All the ward staff were helped by a work visit from one of the UMN Nurse Campus tutors, as well as UMN's nutritionist. The arrival of an expatriate maintenance supervisor just before this reporting year enhanced the on-the-job training of our maintenance worker. The second post for an expatriate doctor, which had been vacant for some weeks, was filled again in September 1985 and this doctor was appointed as Medical Director. We have had 3 medical students and all of them were motivated to do medical mission work in the future.

In summary the past year has been a good one in working together as hospital staff amongst ourselves, as well as with others. We were impressed again by the obvious need for a hospital in this District, whether it is run by UMN or HMG or both combined. At the end of the year there were four expatriate and twenty Nepali members of staff.

Tjerk Nap
Medical Director

B) COMMUNITY HEALTH PROGRAM

1. Summary

The Community Health Program continued as planned and agreed, in 14 panchayats. Work included training, seminars, health activities, agriculture and animal improvement, water and sanitation, and education areas. Activities were different in different areas, depending on community involvement, cooperation with HMG staff, capacity and interest. One panchayat was a model for integrated work. The aspects which were strongly stressed were prevention, motivation, supporting HMG to take responsibility, and the panchayat's involvement.

2. Activities

- a. Agriculture. Besides having agriculture sessions as a part of CHDL's training courses, and continuing the CHP kitchen garden work and animal health work, extension work was launched in Ombu. The agriculturist moved into Ombu in late April, and started discussion with local farmers in order to learn their needs, and started preparation for work in the 1986/87 period, which will be the first year of the actual extension period.
- b. Water and sanitation. One big water system was completed, with community participation. All water projects now have active maintenance committees. Surveys for a two-year program were made. The dispensary water source was improved by building, preventing landslides, and planting bamboos by the villagers. Three nurseries for 1,000 seedlings were started, to improve planting in the area. A demonstration toilet was made with local materials. Training for staff and a part-time water worker was planned, to improve teaching and motivation, and training for members of water committees.
- c. Education. English teaching continued in the High School until March. The Secondary School had health teaching continuously. Knitting classes for two low-caste groups were given. Teaching methods were taught to dispensary nurses, and staff of CHP, in all training groups. Plans for adult education were made with the Education Office.
- d. Health. The reduction of staff and clinic activities developed a need of volunteers in all panchayats. Community Health and Development Leader (CHDL) training was started in four groups, with a total of 70 volunteers, in requested areas, covering health, sanitation, nutrition, home visits, and teaching and communication methods. The third week of training was given in agriculture and animal health. Home visiting was done in panchayats as supervision for volunteers.

In six places clinics are still running, together with EPI, FP and CHDL. We are waiting for EPI plans, and for volunteers to have enough maturity to take responsibility, to ensure the continuity and level of care. Two panchayats have made plans for a health insurance system, and the rest have a volunteer program base.

Much training was given for different groups, requested by: The Non-formal Education Service Centre, Ex-Servicemen International, FP, Health Post and Health Inspector seminars, volunteer women's group. Training was given to HMG HP staff on dental and eye work during the eye camp. As a demonstration of nutrition, the garden and seed-selling gave a variety of ways for teaching.

3. Relationships with others.

Training and support of all aspects of rural development and health was received through:

- UMN: Nutritionist's visit, and the library and materials service.
- RDC AHIP in Pokhara, and two weeks training in Okhaldhunga. A proposal was made for an orientation program, water surveys and training for

staff; evaluation was started, and a survey for income-generating possibilities.

RDC HAP helped in the development of teaching materials and arrangements for training.

LAC gave a course in fruit trees.

The Dispensary cooperated in training, seminars and in-service work. Tansen's dentist held a dental camp.

An eye camp was arranged, with cooperation from the Lahan Hospital.

- UNICEF gave plenty of materials and slides for teaching purposes.
- HMG gave good cooperation in meetings, training and working together. Health Post staff worked together with us and took responsibility for work. FP and EPI worked closely with us in MCH activities, and plans for future cooperation were made. The Health Inspector helped in seminars, and in plans for health insurance systems for two panchayats. Relationships continued with the CDO, LDO, DEO, the Agriculture Office, Forestry Office and Red Cross. The Veterinary Hospital staff, and ESI/FP Office, gave help in training.

4. Community Involvement

- In the model panchayats, two wards have decided to have kitchen gardens in school compounds for demonstration, run by school committees. The villagers will build the water systems and vegetable gardens by themselves. The subject of how products (vegetable seeds) should be handled is still under discussion.
- CHDL persons were selected by wards in ten panchayats. Many were ward leaders themselves, and took part in planning, and gave input in training. CHDL personnel helped in MCH clinics and in Health Posts, giving a great deal of time. They did population data collection in the panchayats. They have taught, in home visits, about sanitation by demonstration, and other health matters. The feedback from the community has been good.
- Panchayats helped in water programs by mapping surveys, explaining, and in maintenance of old systems. In Sopru our own water system was improved, with cooperation from the villagers.
- Communities have given support and help in visits, meetings and planning. The CHDL program has built up trust and an awareness of problems to a great extent. It has helped to stimulate community participation. Some leaders are already acting as links between HMG and UMN and the community in their areas. More referrals have been made through volunteers for UMN and HMG. The closing of clinics has helped volunteers to have an active part in the work.

5. Evaluation

A baseline survey was started, and a survey for income-generating activities was studied in the area. Plans were made for a future survey for areas of diarrheal patterns. The panchayats' and HMG's feedback was received in meetings. Efforts were made to improve sharing information through staff, volunteers and with the community. An evaluation was made by the Finnish team, of CHP.

6. Personnel and Training

Three expatriate staff were involved with the CHP, and three Nepal staff.

Kirsti Kirjavainen
CHP Director

COMMUNITY DEVELOPMENT & HEALTH PROJECT, LALITPUR

Annual Report, July 1985 - July 1986

1. Summary

The most significant event in the project during the last year has been the amalgamation of CDAP and CPHCP to form CDHP in July 1985. The upper administrations have been joined, while at the field level work is proceeding as before. In the common work area there has been increased cooperation, and some steps taken to integrate the work. However, the amalgamation has taken some adjustment for all staff. For some this has been more difficult than for others. This report is on two annual plans (CDAP's and CPHCP's).

The work has been made more difficult throughout the year by a shortage of key personnel, particularly of supervisors, resulting in a postponement of a new field administration structure and less field supervisors. A shortage of Auxiliary Nurse Midwives (ANMs) and community motivators has been keenly felt. Nevertheless, high quality care has been given to 76,309 patient visits, and over 43,000 vaccinations have been given. There has been greater interest shown in tree planting, and 12 private contract nurseries have been established. Useful discussions have been held with government and district officials, with relationships slowly improving. All the Development Section's (DS) activities have arisen from community felt needs and with community cooperation. The Health Section (HS) activities have had less community involvement.

2. Project Activities

The agriculture/livestock component has been involved in extension and training activities, and in various trials (e.g. improved seeds, potatoes, maize multiplication). Silage-making was successful. 26 village people went for Animal Health Improvement training. For the first time, 12 private contract nurseries grew 75,500 seedlings. Priority was given for private planting of fodder trees. Some CDHP nurseries continued to produce fruit trees. A survey of trees planted in July 1985 on private land found that 50%-70% of them survived. Water systems in five panchayats are being completed, while a new one was started in a sixth panchayat. A total of 880 people have been supplied with drinking water. Maintenance of existing systems has continued, with plans to hand this over to local communities. A number of small farming machines have been tested in the field area. Much work has been done on a community mill and irrigation scheme for Asrang, but a bank loan could not be raised, so most of this work has stopped. Various trainings in food technology and soap-making were held. Adult literacy classes have been held in three panchayats, with 285 participants in 31 classes. These classes have been used to motivate the participants to do practical work activities (e.g. latrine building). A new storybook and a follow-up course have been developed.

A large number of patients have been seen in four Health Posts (HP) and in Maternal Child Health (MCH) clinics in 36 panchayats. Over 43,000 vaccinations were given, with one sub-center reaching 91% coverage for BCG in the 1-5 age group. Depo-provera clinics have begun in two clinics. A new sub-center at Gotikhel was opened, and then closed after nine months due to lack of ANMs. Staff have run demonstrations for "super porridge" and oral rehydration solution. The Nutrition Rehabilitation Centre has cared for 40 children. Nutrition status monitoring shows malnutrition varies from place to place, and

with the season (from 1% to 46% of children). Health Education is an important part of all our work. Latrine motivation seminars have been held for staff and community leaders in three places. The Urban Program continues to move slowly as we wait for the community to mobilise itself. Activities have included home visiting, immunisations and low key referral clinics. The community mental health program staff have trained CDHP's staff, who have seen over 200 patients. This program is becoming more integrated into CDHP's activities. The community dental program staff have done surveys in four areas in Lalitpur, and have begun planning the implementation of this work. During the year one HP building and three sets of staff quarters have been completed. Another HP building has been started and nears completion. The HS has responded to calls for assistance for three 'epidemics'.

3. Inter-Relationships with other projects

Useful discussions have been held with district officials and relevant government projects and departments about the role of CDHP's various components in Lalitpur. Project staff have sat as observers on various Decentralisation committees. The HS has had discussions about assisting in running an HP at Bhattechanda, and has received considerable help to run the immunisation, Family Planning, Nutrition and TB programs. The HS has maintained good relationships with Patan Hospital through the Functional Coordinating Committee. A referral system works relatively well. Both sections have had contact with many other projects and organisations.

4. Community Involvement

The HS activities centre around the communities' felt needs and their willingness to be involved. Interest has been shown in tree planting, private nurseries and silage pit making. However, not all planned activities have had community support, and have not achieved expected results (e.g. grain storage). Plans have been made to hand over water systems maintenance, animal medicines and the Farmers' Aid Fund to the community. The HS has not worked with communities much beyond service delivery. The HP health committees have not been very active (except one), and have been reticent to increase the insurance premiums to cover the larger shortfalls in this scheme. One committee is now trying a 'ticket system' of Rs.4/- per visit. The Traditional Birth Attendants (TBA) program has been running well, with 62 TBAs involved. This program also lacks adequate leadership.

5. Research and Evaluation

A tree survival survey, a dental survey and work on the Asrang surveys, have been done. Small field trials, small machine testing and non-formal education (NFE) materials testing (by UMN Education Service Office) have also been conducted. We await the UMN RDC/SEP's comprehensive evaluation of CDAP report. Ongoing evaluation has been carried on throughout the year.

6. Personnel and Training.

At the end of the period, 141 of the 183 posts (77%) were filled. Local staff account for 62% of the total. Our main areas of staff shortages are supervisors, community motivators, and ANMs.

Training remains a large part of our work. Regular training sessions and classes have been held for staff and local persons. Staff have been or are involved in rural development leadership training in India (three persons); Non-formal education training in Canada (one); Ecological Agriculture, India (one); B.Sc. Nursing, India (two); Nursing Certificate (two); Community

Medical Auxillary (CMA) (two); Integration training (health), animal health, water systems management, non-formal education, etc. Training opportunities have been given to many folk from outside, especially Institute of Medicine nurses.

Paul Curtis
Acting Project Director

APPENDIX 21

NURSE CAMPUS, UMN PROGRAM (Tribhuwan University, Institute of Medicine)

Annual Report, July 1985 - July 1986

1. Summary Report

The UMN Program has continued to operate as a certificate level Nursing Program for Nepali women. We have continued to use Patan Hospital, Bir Hospital, HMG FP, HMG community field, FP Association and CIHP field facilities for clinical and field experience. There are two years of students studying currently; 1st year has 30 students, and 2nd year has 28 students. These are both residential and non-residential students.

The Nir Bhawan building purchase was finalised on 25 Feb. 1986. It has been purchased in the name of the Nepal Hydro and Electric Company, Butwal. A Building Committee has been formed in order to coordinate the renovation and alterations required in the Campus.

There remains a shortage of nurse teaching personnel due to inservice training of tutors, and resignations.

2. Activities

Third year final exams were held in April 1986; all students, with the exception of one, were successful in passing. However, some students will have to repeat outstanding back papers before being able to graduate.

The Instructional Committee meets regularly to discuss academic matters relating to the campus. There is also a monthly coordinating meeting with Patan Hospital, which facilitates closer communication and coordination of the clinical program. This meeting is much appreciated by the faculty. There is a combined Instructional Committee meeting with Maharajgung Nurse Campus, which meets as necessary.

The IOM has given opportunities for our tutors to attend a variety of workshops. Those who attended have found the workshops of great benefit personally. It has also been a contribution to the program. There has been continued involvement in the new curriculum committee by some tutors.

In order to correct the water shortage problem experienced during the dry season, a well is at present under construction. Import Tax exemption has been obtained for the new vehicle. We are waiting for its delivery, which is promised during October. The present vehicle has continued to function well since the last repairs were done.

The Alumni Association Committee held a meeting in June 1986, at which the Association's constitution, rules and regulations were drawn up.

The post-basic programs from Maharajgung Nurse Campus continue to use the campus as a facility for their theoretical and clinical teaching practice.

3. Inter-Relationships with other Projects

The Program continues to follow the curriculum and calendar of operation of the T.U. Institute of Medicine. Good working relationships have sought to be maintained with the Dean of IOM in Lazimpat, the Assistant Dean, Examination section, Maharajgung, and the Campus Chief, Maharajgung Nurse Campus.

We have continued to use Patan Hospital for our major clinical areas,

especially midwifery. We are grateful for the use of these facilities, and the help given by the staff in supervising the students, especially during the evening and night duties.

The Campus In-Charge went to the Pokhara Nurse Campus in order to give assistance in the training program. This had been at the request of the Dean, IOM. One UMN tutor went to the Okhaldhunga Project in March 1986 in order to conduct a two-week training program for the nurse aides.

4. Community Involvement

1st year students have continued observation of the various institutions newly functioning in the community.

2nd year students have maintained their weekly community health work in the village situations.

3rd year students spent four weeks in the community field before completing their course.

Tutors have continued to be actively involved in the work of the Training Nurses Association.

The students have continued to be asked to participate in official government occasions, which is an honour for those involved, and also for the Campus.

5. Research and Evaluation

The Campus In-Charge, in cooperation with the Assistant Dean and one academic teacher from Mahajgung Nurse Campus, has continued the research work entitled "work performance of graduated nursing staff from T.U., I.O.M., certificate level". Data compilation has commenced, and should enable the research to be completed by December, 1986.

The Program's course evaluation committee is revising the present evaluation format.

6. Personnel/Training

We have 39.50 fulltime sanctioned posts. But at present 36.25 fulltime posts are filled: 5 administrative personnel, 12 nurse tutors, 2 non-nurse tutors, and 17 auxiliary staff. 3.5 of these are expatriate, and all the rest are Nepali.

Two tutors are currently training in post-basic courses. It is also planned to send one tutor for post-basic paediatric training in October 1986.

Bishnu Rai
Campus In-Charge

PATAN HOSPITALAnnual Report, July 1985 - July 19861. Summary Report

This year saw a major change in the administrative structure of the hospital when a lay administrator was appointed as Chief Executive Officer from mid-June 1986. Staffing problems have eased with the recruitment of adequate numbers of trained nurses. Water problems were solved when two indigenous wells were dug to replace the sophisticated wells which were originally tried. There is now sufficient clean water coming to meet emergency needs. The grounds are looking pleasant with grass and trees growing well, reducing dust levels of previous years, and providing pleasant shade for staff and patients.

However, the hospital has now been functioning for two years without an agreement, and, although the work goes on as before, the payment of customs duty and import licence fees puts a strain on financial resources.

We are not another Shanta Bhawan, but sometimes we wonder if we are really very different, when we see the expectations and needs that people have.

2. Project Activities

- a. Visit of Her Majesty, Queen Ashwarya. We were honoured to have a visit by Her Majesty, Queen Ashwarya, even though it was a surprise visit, and many staff were off duty, Wednesday being a day when OPD clinics and offices are closed. We were happy to have the opportunity to answer Her Majesty's questions about the hospital work, treatment and patient-related matters.
- b. Handover of building. Patan Hospital and staff quarters, costing Nepali Rs.51 million, were handed over by UMN to Patan Hospital Board in October 1985.
- c. Patient numbers. Although new hospitals, clinics and nursing homes have been opened in Kathmandu, patient numbers have not been greatly affected. Statistics show an increase in all areas, except in OPD visits and in major operations where numbers are minimally less than last year. With a shortage of Doctors' Assistants in OPD, patient numbers are being restricted. Ante-natal clinics are in the process of being changed, with the use of less qualified nurses and an increase in the number of clinics.
- d. Disaster Plan. A Disaster Plan has been prepared and instruction given to staff. Some practice was obtained in dealing with mass emergency situations when there was a riot at the District Office during election time, resulting in 45 people being brought to Patan Hospital for treatment. A second situation occurred following a bus accident when 22 children were brought to hospital. We are gradually learning how to handle this type of situation, and are grateful to all staff for making themselves available and for handling the work efficiently.
- 6. Maintenance problems. A number of structural problems have been obvious, and the Maintenance Department has been stretched to its limit in trying to get the work done. Continual leaking of roofs and damage to window screens have not been satisfactorily repaired. Two wells have now been dug, but the work has taken considerable time. Renovations to the pharmacy intravenous solution room are continuing. One thing that was overlooked at the planning stage was the implication of having legal cases

in a District Hospital. The maintenance department has now built a small shed in a remote corner of the grounds to store bodies involved in these cases. Such bodies are sometimes kept up to 2-3 weeks, and, apart from storing them in this separate place, we have not found a solution to deal with unclaimed bodies which are decomposing and smelling.

- f. Vehicle. There is great need for a new vehicle as the ones which are being used are said to be unroadworthy. Money has been received through UMN, but, inspite of many attempts by Board members and the UMN Treasurer, the customs exemption certificate has not been given by the Finance Ministry.
- g. Development of other hospitals. A number of private nursing homes have been commenced in Kathmandu, and some of the Patan Hospital doctors are working in these nursing homes in their off duty. Because of the possibility of conflict of interest, the Medical Superintendent met with the doctors and discussed this matter. It was clarified that doctors are to give priority to work in Patan Hospital, and to this end the "Non-practising Allowance", with some amendments, was changed to the "Priority Allowance".
- h. General activities. Staff have been motivated to become blood donors, and are a good example at the monthly blood donor sessions, held in Patan Hospital, but conducted by the Red Cross Blood Transfusion Centre. Staff have also become involved in sports activities, although a tendency to use the facilities in duty hours caused the administration to take stern measures to stop this abuse. News of bomb blasts in various places led to a tightening of security precautions; these are still being kept in an endeavour to prevent loss of hospital supplies and equipment, but some people dislike it. There was a session of film-taking in the hospital, which lead to a ban on film-shooting on hospital premises.

3. Inter-Project Relationships.

Relationships with UMN projects continue in various ways. The Functional Coordinating Committee provides a forum for discussion and problem-solving between hospital and community health. The UMN Nurse Campus uses the hospital as the major clinical area for nursing students. Through the UMN rotation plan for nurses, we have access to a pool of staff nurses, as well as maintaining relationships with UMN hospitals as the nurses rotate in the different areas. The social worker from Tansen came for orientation to social work.

Relationships with non-UMN health projects included the provision of training facilities and cooperation in social service work. In the training field, physiotherapy students and post-basic nursing students from Maharañgunj Campus have come for practical experience, and Bir Hospital medical records trainees were given orientation to our systems.

On the social service side, coordination with the Sisters of Charity and St. Xavier's Social Service has resulted in mutual help and understanding in trying to help people with social problems. It becomes more and more obvious that social problems are deeply entwined with financial need. Amongst the multiple problems dealt with by the Social Service Department is the rehabilitation of destitute patients. One example of this is a hospital record - that of a patient who stayed 345 days and received completely free care at a cost of Rs.17,633. The stay would have been longer and the bill larger if the Social Service of St. Xavier's had not taken him. We do not have an answer to this kind of problem. As well as dealing with actual problems, the staff of our social service department are asked to give advice to other people involved in social work, especially in dealing with the influx of refugees.

4. Research/Evaluation

In place of research, some people are involved in a search for personnel, equipment, supplies, policies, fee structures and advice. With the development of hospital, nursing homes and clinics, we see our staff resign and go to take up key positions in these other organisations. It seems that we are training and providing the leaders for other institutions. In addition, Patan Hospital administration has been called on to give advice about all kinds of matters, and they have spent considerable time providing information concerning the running of a new institution. We are working things out for the benefit of many, and this makes us feel good, but we wish we had more time.

5. Personnel and Training

Our staff will not forgive us if we do not mention the names of Dr. and Mrs. Dickinson and Fr. and Mrs. Hankins, who dedicated their lives for the people of Nepal for 17 and 12 years respectively. We cannot express our feelings in words - but we miss them.

Training continues - long and short, large and small. An expatriate volunteer lab. technician gave inservice training to lab. technicians; the Department of Drug Administration gave two weeks training to three pharmacy assistants; one doctor's assistant is studying MBBS course at Tribhuvan University, Mahajganj Campus under UMN scholarship; two nurses are studying in the Post Basic Nursing Degree course at Mahajganj Campus; two nurses completed a Ward Sister's course and are now studying Nursing Administration at Indore, India; while another two nurses completed those studies several months ago. Two MBBS graduates from the Institute of Medicine are completing their internships at Patan Hospital.

6. Conclusion

The 1985/86 (2043/43) fiscal year has ended. We had a joyful year, and we thank God. His grace was sufficient for our needs. In general, staff health was good, the staff worked hard, and there was better cooperation and unity. Both complaints and appreciation were received from patients.

The return of our Lord Jesus Christ is the basic incentive for our work. We look to God and trust Him to help us to do our very best in our service in Patan Hospital.

Bir Bahadur Khawas
Chief Executive Officer

ECONOMIC DEVELOPMENT BOARDReport for July 1965 - 19861. Summary:

During this reporting period, efforts toward the fulfillment of the Aims of EDB were in the main effectively undertaken. Much remains to be done, but the direction and philosophical thrusts of Project/Programme activities demonstrate an increased awareness and capacity to better enable the people in need to become aware of their situation, to more readily understand the forces which contribute to continuing control, domination, and exploitation, and to acquire the skills and attitudes necessary for future of fulfilled potential and hope.

2. Activities

These have been well-documented in the Planning & Management Committee Consolidated Reports, which provide an over-all view and a wealth of details. Only a few highlights can be listed here.

2.1 Rural Development Centre (RDC)

Having clarified its role as a professional/advisory Service Centre, the RDC has more effectively related to UMN Projects/Programmes through increased visits and assistance by the Facilitators and other Advisors; organized and conducted various conferences, seminars, orientations, study tours, and training sessions/workshops. The Programme Sections fulfilled many of their objectives.

2.2. Surkhet Project

The Project's philosophy to start slowly and to aim for/focus on the people's own initiative and motivation has borne fruit. Examples of Groupwork are the Chepang community which already seemed motivated and organized for assistance in construction of an irrigation canal, and the Chulidanda community, which is remote and lacking cooperation, but needing drinking water systems supplied by hydraulic ram pumps. Both communities established and are maintaining nurseries for production of seedlings, and engaged in a planting programme to protect water sources and channels. A revised Project Agreement proposal to HMG has been prepared which more realistically presents the Objectives of the Project.

2.3 Andhi Khola Project (AKP)

Progress at all six sites was reported, with over the 50% mark reached in the Tailrace, Headrace/Inlet tunnels, a significant start at the Drop Shaft and at the Parvas-Galyang transmission line work. Several Drinking Water Systems have been completed and the Hydraulic Ram pump bringing water from Manke started functioning. Implementation of the Sanitation Programme is a matter of concern for improved Community organization and participation.

With a full-time Forester at hand, the Forest, Soil, and Water Conservation Programme provided training to two persons chosen by each of 29 Wards at the request of the Andhi Khola Water Users Association (AKWUA), making a total of 58 trainees. Fruit and fodder seedlings were distributed for planting during the monsoon rains. 1,200 members attended AKWUA'S first General Meeting, with much lively discussion and debate. Work on preparation for

providing an irrigation system continued, but was hampered by the lack of obtaining an Agreement with HMG.

Agriculture Development work centered on training, field trips, demonstrations, providing grain storage bins, and livestock promotion. Magar cloth and Knitting groups provided productive employment for underprivileged women in the area, marketing assistance was appreciated. However, the Rural Industries Programme had difficulties in the solar drying of fruit and ginger, which means a closing down of this activity. Raising awareness within the local community, support for the educational aspects of the other AKP programmes, relevant training in adult literacy, and production of the quarterly Newsletter were the main foci of the Non-formal Education work.

2.4 Butwal Project

a) Development & Consulting Services (DCS)

Inspite of personnel shortages, significant progress has been reported amidst many changes. The Administration has creatively and effectively provided leadership and assistance to UMN Projects and DCS Programmes. New technologies in Rural Electrification were developed, including low-power cookers, power-savers for lighting, and three village electrification installations were completed and another started. The first 10,000 Roofing Tiles have been manufactured and installed on 8 buildings, providing low-cost fibre-cement roofing. Numerous entrepreneurial opportunities have arisen and much interest. The Small Turbines & Mills Programme installed 22 mills, 3 village electrification schemes, and began installing hydraulic ram pumps. Training was given to 60 mill owners/operators from 16 Districts during the June Seminar organized by STMP. Great enthusiasm shown. An Advanced Training Programme was started to up-grade staff and students in English and Maths, and received Course Notes and materials provided from the New South Wales Government External Studies College, Australia. Much interest was shown and appreciation for the encouragement. Continued modification and then the first production of the hydraulic ram pump were done by the Research & Development Workshop with much assistance from the RDC-RIP Industrial Consultant.

b) Industrial Development Coordination

Negotiations for the handover of BTI-ATC to HMG continued. Student numbers have increased under the Extension Programme implementation. Official inauguration of the Nepal Hydro & Electric Company, the Galvanizing Plant, and the Conical Pole Construction Works took place in February 1986. Many Government and local dignitaries were present. Himal Hydro successfully negotiated the Tatopani Hydel contract, its first major contract not involving UMN funding. H.H. moved its H.Q. to Kathmandu and has assumed responsibility for operating the Service Office at Jayathatole, formerly the EDB Service Office. The newly appointed General Manager has ensured continued stability and drive. The Butwal Plywood Factory has established nursery and negotiated a lease (still pending) of 130 hectares of land for industrial plantation. Butwal Wood Industries employees have continued to manage and operate the factory and began in the final 6 months to recover from a slowed performance due to the losses of last year's misappropriation and lack of orders. The employees have paid Rs. 75,000 to a Trust Fund towards Share

Investment, plus 10% of their salaries. With prospects for increased production orders and assistance in loans, management, and encouragement, optimism is more in evidence. Working Capital is a problem. The Gobar Gas Drum Replacement Programme has been completed with 80 replacement drums installed. The Gobar Gas Company increased installations to over 350 plants during the year.

2.5 It is noted that the PMCs of Nawal Parasi, the Industrial Development work, and the EDB Service Office have been discontinued.

3. Personnel and Training:

3.1 Seconded persons filled posts outside EDB under the administration of Jumla, Health Services Board, Community Development Health Project, Lalitpur, Palpa Project, Okhaldhunga CHP, and Gorkha Project. These persons fill various professional and technical positions as resource persons under other Functional Boards.

3.2 To assist the Economic Development Secretary, two Assistant EDS posts have been approved and filled. These are the AEDS/Industrial Development and the EDS/Rural Development. This has been done to more effectively provide the professional input and support needed by those who have been seconded as well as the administrative and professional support for the EDB personnel in the EDB-related Projects and Programmes. We thank the Lord for this provision of continuity and expertise by those appointed, and record appreciation and gratitude for those to whom we bade farewell who contributed so well of their skills and lives.

3.3 Training of staff and employees accelerated during the year, with the following being reported:-

a) Rural Development Centre

One staff of Administration finished the English/Secretarial Course. The Farm Manager started a 10 months' General Agriculture course in India. 3 Farm staff attended AHIP courses and one on beekeeping. The HAP Senior Agriculturalist took training on Ecological Farming. The Entrepreneur Development Consultant completed a Training Trainers course. The Librarian took further training and pursued a correspondence course. Staff of TREES attended a course on seed storage techniques. On-The-Job training was provided for staff.

b) Surkhet Project

Four volunteers took the AHIP training at Pokhara. The Non-formal Education worker had orientation in CDHP, Lalitpur. The Junior Development Worker is taking JTA Training (10 months' course). Representatives from Madhubasa visited the Project and shared many insights and community development initiatives with local officials and villagers.

c) Anghi Khola Project

On-the-job training was provided for 11 Nepali staff and the 170-225 people employed in the AHREP work. The Drinking Water & Sanitation Programme Coordinator (Nepali) received a UMN scholarship to attend a 10-week diploma course in the U.K. The Forest Technical Assistant completed a ten-day forestry course. Fifty-eight trainees from 29 Wards received training in forestry topics, with practical exercises in plant propagation techniques and building brushwood check dams. Many farmers received practical training in agricultural activities. Technical & marketing training was provided for women handicraft work.

d) Butwal Project

Ongoing training was continued in the Design Office, Rural Electrification, Roofing Tile Programme, Small Turbine & Mills, and Administration areas. Special Advanced Training was given in English and Maths to staff/trainees. In the Companies, management and employees have received on-the-job training. The Industrial Development Coordinator assisted in the training of the Management/Accounting aspects of the Butwal Wood Industries' personnel. Several tradesmen received further training in Norway (NHE). Over 80 BTI trainees received on-the-job training in their trades.

4. If one considers development to be justice, equality, peace, quality of life, and all of the basic needs met - then no country in the world is to date fully developed.

Al Schlorholtz
Economic Development Secretary

APPENDIX 24

EDB SERVICE OFFICE

Annual Report, July 1985 - July 1986

A) SERVICE OFFICE

1. Summary

The EDB Service Office has continued to provide services for EDB projects, related institutions and personnel in a number of fields; in particular liaison, purchasing, secretarial services, and by providing office facilities. The EDB Service Office has closed as of mid-July 1986, and Himal Hydro has taken over the provision of services offered to the companies which was previously the function of the EDBSO.

2. Activities

- Purchasing of goods for projects and related organisations, and clients' own purchases.
- Secretarial services for EDS and for clients having offices at the office location in Jyathatole, as well as for EDB projects.
- Provision of offices for BPF, BPC, BWI, the Gobar Gas Company and Himal Hydro.
- Other services as requested, including printing, insurance, banking, and assistance in recruiting of Nepali staff.
- Regular liaison with Government offices on behalf of EDS and projects and related institutions, including obtaining licences for import and export, and dealing with clients' contracts with HMG Departments.
- Promotion of services of EDBSO by encouraging and explanation of services.

3. Inter-relationships with other projects

Almost all of the work of the EDBSO is at the request of EDB projects, related institutions or personnel in non-EDB projects.

4. Evaluation and Research

We try to encourage comment from those who use our services, and as a result improve and strengthen where necessary. There have been comments offering both appreciation and criticism.

5. Personnel and Training

- At the end of the period there were six Nepali employees.
- During the period the following changes have occurred: the Manager left two months before the end of the fiscal year, the Assistant Administrative Officer resigned, and the Administrative Officer has been replaced.
- Inservice training has been given to one member of staff. He was admitted to the Business School for English language study.

6. Transfer

It was agreed that Himal Hydro should take four of the EDBSO staff. Similarly, one member of staff was transferred to NHE, and one back to HQ where he was working before he transferred to EDBSO. All the liabilities to staff, such as Provident Fund and gratuity, will be transferred to the concerned company.

B) PROMOTION OF APPRENTICESHIP TRAINING PROGRAM

1. Summary

The activities of this program have been severely hampered by the unexpected death of the program Director, Mr. Dinesh Upadhyaya, in October 1985.

2. Activities

This program has been concerned with working with the Industrial Training Council established by HMG/N, in framing rules and operating methods for apprenticeship training services, under the Industrial Training Act. The program was also working on promoting the establishment of the Hetauda Apprenticeship Training Centre, in collaboration with HMG. Following the death of the Director, a new Nepali person has been employed. Work has continued in promoting the sales of the book written by Dinesh Upadhyaya, and in following up contacts to prepare the way for the Hetauda Apprenticeship Training Centre. However, the program has not been able to work with the same effectiveness. The proposal for the Hetauda Apprenticeship Training Centre was sent to the National Planning Commission, and they turned it down in July 1986.

3. Inter-Relationships with other projects

This program depends very heavily on the experience of the United Mission over twenty years, in establishing and running the Butwal Technical Institute. It has relied very much on cooperation with BTI, and input from that project.

4. Research and Evaluation

Evaluation is difficult as this depends very much on the response of HMG to proposals.

5. Personnel/Training

The program has employed a full-time Director up till his death, and since then he has been replaced by a part-time person.

Lionel Mackay
Asst. EDS, Industrial Development

APPENDIX 25

BUTWAL PROJECT

Annual Report, July 1985 - July 1986

A) DEVELOPMENT AND CONSULTING SERVICES

1. Summary

As expected, this year has been one of immense change. Many expatriate staff have finished their terms; some have not been able to be replaced, leading to staff shortages and slowing down of activities. However, at the end of the year it is possible to see a turning point in this trend, and it has been possible to rethink many programs, so that when staff are available the programs will have a more positive benefit in Nepal.

A new training program has been started with much enthusiasm, and we are seeing the same enthusiasm as the rural electrification plans reach reality in rural villages. The new fibre cement roofing tiles are similarly at the stage of development, where we are overwhelmed with enquiries.

Even if this year has seen slow progress due to low staffing levels, there is a bright ray of hope for the coming year as the needs of Nepal continue to challenge us to find appropriate technical solutions to the practical problems of daily life.

2. Project Activities

- a. Rural Electrification Program. Three village electrification installations have been completed and one other started. New technologies are being developed to meet the very special needs of small electrification installations, especially with the aim of reducing power consumption and reducing the cost. Low power cookers continue to be a special interest and are now in the pre-production stage.
- b. Roofing Tile Program. Eight buildings in different locations now provide good publicity for this roofing material which is new to Nepal. Five more tile-making machines have been purchased, and many enquiries have come from would-be business men to set up local industries. Plans have been made to produce a Nepal-made machine at greatly reduced cost.
- c. Advanced Training Programs. Introductory classes in English and Maths have been started for 12 students. A second group will start in November 1986. Research has been carried out to find a good source of teaching material, and the New South Wales Government External Studies College has now provided this material for technical, financial and supervisory studies.
- d. Small Turbines and Mills Program. Routine turbine and mill installations have continued at a regular pace, but the program is now expanding to take in rural electrification installations and hydraulic ram pump installations. Installation staff are receiving training in both these areas, and it is hoped that within the next year they will be able to cope with all of these installation jobs.
- e. Research and Development Workshop Program. Inspite of this program being closed for six months due to lack of staff, work has continued by the help of RDC staff. This has centred round the first production run

of the hydraulic ram pump, and enquiries and orders for this pump are rapidly growing. It is planned to re-open the workshop in October 1986.

f. Design Office. A major change in policy has meant that the Design Office withdrew from the Andhikhola Hydel design work at the end of the year. Staffing has been very low, but activities have been maintained in supplying consulting services for building programs, and in training. An active future can only be considered if suitable extra staff are forthcoming.

g. Administration and Purchasing/Clearing/Forwarding. These departments continued to offer a reliable service to DCS programs, to UMN personnel, and other UMN-related organisations in Butwal. An English training course was completed during the year, and new opportunities have been taken to help in forwarding goods to the Jumla Project.

3. Inter-Relationships with other projects

During the year, DCS has maintained very close relationships with the Andhikhola Project through its design program for the Hydel unit. DCS has strengthened its link with RDC through informal meetings and the hydraulic ram pump work. DCS has also developed new links with Jumla Project by acting as the agent supplying goods. Tansen Hospital was helped by supplying staff for the building program, and Palpa CHP was helped by supplying installation. Links with Headquarters in Kathmandu continue to be maintained and strengthened, especially with regard to pursuing suitable staff for DCS activities. DCS also developed links with the Surkhet Project through the installation of ram pumps in that area.

4. Community Involvement

All DCS programs have links either with the local community in Butwal, or with village communities in rural areas. Where possible, opportunities are taken for communities to be self-motivated in their own development, e.g. STMP installed a community-owned mill, and have started a cooperative village electrification installation during the year.

5. Evaluation and Research

Most DCS programs involve an element of research work. No formal evaluation has been conducted this year, but plans have started to evaluate the whole work of the Butwal Project in the near future.

6. Personnel and Training

Ongoing training has continued in the Design Office, Rural Electrification, Roofing Tile Program, STMP, and administration areas. Opportunities for external training courses are being sought, especially for supervisory personnel.

Trevor Durston
DCS Director

B) INDUSTRIAL DEVELOPMENT COORDINATION

1. Summary Report

The year has been characterised by shortage of staff, and change of personnel in the middle of the year. With only one part-time member of staff, it has nevertheless been possible to maintain the program by support from other UMN personnel in different tasks.

The negotiation for handover of BTI and HMG has taken place, while the extension program has run as scheduled, but there seem to be difficulties which will delay the matter of the handover further.

Other related institutions have carried on their regular activities, and NHEC was inaugurated during the year after completion of the galvanising plant. BPC prequalified for feasibility studies, while preparing to take over the work of the consultant for the Andhikhola Project. Himal Hydro succeeded in signing the contract for Tatopani Hydel Project, and moved its headquarters to Kathmandu. BEW had a reasonable workload over the year, with some bigger jobs. BWI employees started to run the company on their own, and recovered from a poor performance in the first period of the year. BPF had a very successful year in the ordinary business, while the Forestry Program started. GG Co. had a reasonable year, while completing the Drum Replacement and Extension and Promotion Programs.

(BTI = Butwal Technical Institute
NHEC = Nepal Hydro Electric Co.
BPC = Butwal Power Co.
GG Co. = Biogas Com.)

BEW = Butwal Engineering Works
BWI = Butwal Wood Industries
BPF = Butwal Plywood Factory

2. Activities. According to the annual plans:

a. Participation in management of related institutions has taken place through seconded personnel; however, many vacancies gave certain limitations. Two companies have a UMN expatriate as Manager, and the other five companies have Nepali Managers.

UMN is represented continuously by one to three voting members on the Boards, with one alternate member on each Board for the sake of continuation. This has been very useful during the year, as many replacements have taken place. At the end of the year, 11 persons filled 21 positions as Board Directors or Alternate Directors.

b. The UMN approved post of Industrial Training Consultant remained vacant, and the assistance given in establishing the Hetauda Apprenticeship Centre has therefore been minimal.

c. By the inauguration of NHE in February 1986, a long process came to an end. The NHE is now managed together with PEW. Important and thorough studies, acquisitions and quotations have been carried out by the Company since then.

BPF has now started the Forestry Program by leasing 130 hectare of land; 12.5 ha have been planted with saplings, and a nursery is established. However, no agreement has been signed with HMG, and there is still much work left to be done.

Several UMN personnel have been assigned to work with Himal Hydro, and after the signing of the contract for Tatopani Hydel Project, the conditions for the expansion of the company have been fine.

d. The preparations for the handover of BTI to HMG have been carried on, but as the time for the handover draws near, the government representatives are reluctant and sceptical about the plan. It is assumed that the plan will be much delayed, and will require much more negotiation and work.

e. The number of trainees in BTI has been slowly increased as the Extension Program takes place. Two new hostels are almost finished, and the remaining building program continues.

3. Inter-Relationships with other projects

The inter-relationship with other projects takes place on a commercial basis with supplies of products and services.

4. Community Involvement

The community involvement for the related institutions is very immediate and direct, as follows from the nature of the work. Most directly is the involvement with the several hundred employed in the companies.

5. Evaluation/Research

- a. No formal evaluation was conducted, but plans have started to evaluate the whole Butwal Project in the future.
- b. Informal evaluation -
 - The Boards evaluate the situation, annual plans and budgets regularly, and the many new members of the Boards have given good opportunity for fresh evaluation.
 - The BWI employees have not yet started to manage BWI shares, but preparations have been done for this.
- c. Research: Due to shortage of personnel, it has not been possible to conduct research projects as assumed in the Annual Plans for 1985/86, (5.3.1, .2 and .3).

6. Personnel and Training

- a. Training: The management and employees have received on-the-job training while performing the daily duties. A few tradesmen have received further training in Norway. The majority of the trainees are trained in related organisations.
- b. Personnel: In the office of the ID Coordinator, there is one expatriate. In the related institutions there are 14½ expatriates (of whom 8½ are in Himal Hydro), and 700 or more Nepali employees.

7. Commentary

a. Objectives:

- i. The survival and viability of existing industrial institutions has been improved during the year. A period of uncertainty about the future of BWI has been replaced by some optimism.
- ii. The training opportunities have been expanded through the BTI Extension Program, and will continue to expand further. Employment opportunities have likewise been expanded, mostly due to the start of NHE and Himal Hydro's contract in Tatopani.
- iii. The extent of import substitution has been increased, partly by a higher activity, and partly by the provision of new products, mainly from NHE.

The management of local natural resources is being improved by the start of BPF Forestry Program. Furthermore, the cooperation between BPC, HH and NHEC now gives a complete ability to handle the utilization of the hydro power resources, through on a small-scale only as yet.

- iv. During the year the good policies and practices have continued, and from the UMN Board of Directors there have been various demands to improve in areas, like orderliness in production, fairness in business, and the distribution of information.

b. Forestry Policy of UMN:

- i. Direction of the BPF Forestry Program is a big step towards a better control of forestry resources in Nepal. However, the institutional difficulties have taught us that there is a long way to go yet.

b. Indirectly all the companies are seeking to improve in the use of forestry resources. BPF is constantly increasing the percentage of recovery of time for plywood production, and all waste products are utilized. BWI is seeking new products for better utilization of scrap wood, and wastage is limited and under all circumstances utilized. GG Co. is directly working to replace the consumption of fuelwood, and, besides the erection of biogas plants, the company gives information to communities about the protection of forestry resources.

BEW/NHE, HH and BPC are all involved strongly with utilization of hydro power resources and distribution of electricity to rural areas, as well as to cities and bazars.

Jens Olesen
ID Coordinator

C. AREA SERVICES

This department covers the work of the Area Services Offices and the Hostess, with three Nepali staff in the guesthouse.

The Area Services office has served 24 family units through the year, handled leases for 12 leased properties, dealt with repair requests, etc. The ASO also keeps project members informed of matters from Headquarters, those relating to the project, etc.

The guesthouse has provided accommodation for many visitors, and is a centre for project gatherings and meetings - business, social and fellowship. It has also served all the industries/companies/organisations by housing government officials associated with various industries, members of aid-giving organisations, and seminars, etc.

Vanlal Thiak
Area Services Officer

RURAL DEVELOPMENT CENTREAnnual Report, July 1985 - July 19861. Summary

The most significant feature for RDC, Pokhara this past year was that its role as a professional/advocacy service centre was clarified. This has, and will, allow RDC to function more effectively as it relates to UMN programs and projects. RDC staff also realised the need for a better planning process in UMN which would help everyone, including RDC, to do their work better.

At a local level, RDC was visited by the Zonal Commissioner, who has shown a high interest level in its activities, including inaugurating the Rural Development Conference organised by RDC in March. This interest was coupled with a letter from UMN administration which explained RDC's function with respect to UMN projects.

The RDC provided service to about ten UMN projects/programs through its five special programs. RDC staff visited projects about 110 times, assisted the projects through its facilitators and other advisors, organised and conducted various conferences, seminars, orientations, study tours, and training sessions/workshops. The program sections fulfilled many of their objectives.

2. Activities

a. RDC in general:

- provided assistance to UMN projects in planning and implementing their activities related to RDC's programs.
- continued using one facilitator for each UMN project as a link person (Matrix Management System).
- visited ten different UMN project areas 110 times.
- kept projects informed on training opportunities available.
- organised a Rural Development Conference at Pokhara in March.
- organised a seminar on non-formal education.
- provided orientation to new workers.
- played major roles in the development of the rural development policy and the agriculture policy for UMN.
- held meetings for discussion of RDC's role, which led to the clarification of its role as that of professional/advocacy.
- established a computer operation at RDC in Pokhara.
- maintained liaison with related offices of HMG/N and other organisations and institutions in and outside Nepal.
- participated in all different kinds of UMN meetings, e.g. PMCs, Boards, Integrated Development Committee, UMN Personnel Policy Committee, etc.

b. RDC Programs:

i) Animal Health Improvement Program (AHIP)

- Classes: conducted four classes (two weeks each) of practical training for farmers in the area of animal husbandry and animal health; 38 new students and 26 returning students attended these classes. In Okhaldhunga field training was provided for staff and farmers.
- RDC Farm: AHIP continued in management, reorganisation and planning at the farm, and it continued its clinical practice at the farm.
- Support for RD-related projects: follow-up of students; provision of teaching materials; provision of technical and material support.

ii. Horticulture/Agronomy Program (HAP)

- Bacterial fertilizer: established a laboratory for developing it at RDC; continued the trials at the RDC farm and in some projects.
- Ecological Farming/Farming System: one expatriate agriculturalist participated in a "Training in Ecological Agriculture" in India and a national seminar on "Microbial Ecology"; he then disseminated information he had learned to other UMN projects, and planned for future involvement by UMN workers in this area.
- Trials: mushroom demonstrations, compost trials, bee-keeping trials, "high lysine maize" trials, and inter-cropping with soya beans were carried out at the RDC farm by HAP.
- Seminars/training: HAP organised a seminar on agriculture at RDC, and arranged training for farmers and staff from UMN projects in HAP-related areas. HAP also developed teaching material to help train farmers.
- Support for RD-related projects: Technical and material support was provided for projects upon request.

iii. Rural Industries Program: (RIP)

- Support for RD-related projects: support was provided in the following ways:
 - Marketing - HIP took part in two handicraft sales in Kathmandu, and helped to sell items made in projects.
 - Specific requests: RIP started working on requests from four UMN projects for assistance in income-generating activities (e.g. leather production, fruit processing, etc.)
- Textiles: A loan was given to textile producers from Nawal Parasi (and later it was repaid); this was done in connection with marketing and improvement of cotton production in the area.
- Hydraulic Ram pumps: RIP's rural technology consultant was instrumental in the Ram pump development and its installation into various village settings, as he worked with DCS.
- Roofing tiles: Appropriate machinery is being worked on, and commercial assistance was given for development of roofing tile industry.
- Food technology: A laboratory has been set up at RDC and work has begun.
- Entrepreneur development training: A pilot program was run in collaboration with the Tinau Watershed Project, Tansen.

iv. Studies and Evaluation Program (SEP)

- Published: The following evaluations and reports were published - "Changing Together" - an evaluation of a non-formal education program within UMN.
"Innovation, Participation and Hope" - an evaluation of a rural development program within UMN.
"Pans, Palates and Cooking Patterns" - a final report for a pilot rural electrification program.
"Plantation Forestry and the Poor" - a report on a forest plantation activities.
- Translated: An abridged version of "The Way It Was", was translated into Nepali.
- Fieldwork: Work continues on the sociological study on "Stall Feeding"; on the evaluation of the Lalitpur development work done by UMN, and on an evaluation of Okhaldhunga's community health work.
- RDC library: SEP administered the library which loans books at a very high rate for a technical library, and which published a paper, "Resources to Help You Do It Better".

v. Tree Planting and Forestry Program

- RDC Farm: Established a nursery here and maintained it.
- Support for UMN-related projects: Assisted the project foresters in Andhikhola and Butwal as they commenced forestry in those areas; seconded staff to work in Jumla and Anchikhola; provided assistance and training in tree planting; disseminated forestry-related materials and information which they collected; helped projects in the planning of their forestry work.
- Local projects: Carried out plantation work at Gandaki Boys' School and the Green Pastures Leprosy Hospital farms; started a study on women in forestry; produced an identification manual for fodder trees, and collected an herbarium relating to it.
- Water systems: Set up a water system consulting office at RDC, which served the UMN projects.
- Liaison: Maintained contact with non-UMN projects and government offices dealing with forestry issues.

3. Inter-Relationships with other projects

In carrying out its work, RDC drew on all UMN projects/programs for assistance. Furthermore, through its programs RDC cooperated with several other projects/institutions, governmental as well as non-governmental, e.g. Nepal-Australian Forestry Project, World Neighbours, Lumle Agricultural College, CARE Nepal, SATA projects, German Agency for Technical Cooperation (GTZ) projects, UNICEF, Karnali-Rheri Integrated Rural Development project, Women's Skill Development Centre, Association for Crafts Producers, Save the Children Fund, Phewa Watershed Project, Agricultural Projects Service Centre (APROSC), Khumaltar Agricultural Research Complex, Royal Nepal Academy of Science and Technology (RONAST), Netherland Volunteer Service, etc.

4. Community Involvement

No RDC programs had a direct involvement with local communities while serving the projects. That occurs only when staying for a longer time in the field to fulfil work requests.

AHIP had direct involvement with the community around the RDC farm when the villagers brought their animals for treatment.

5. Evaluation and Research

Research work done within RDC's programs is listed under Activities above. No formal evaluation was done for RDC during this reporting period. An informal evaluation appears in the Commentary section below.

6. Personnel and Training

There was a high staff fluctuation in the administration staff, which caused some problems in accounting and other areas.

Training was considered a priority, and RDC staff received training in English, secretarial services, general agriculture, animal husbandry and animal health, bee-keeping, ecological farming, entrepreneurship development, librarianship, word processing and seed storage techniques. All the staff also participated in the Rural Development Conference, and some of them in the Non-Formal Education seminar.

7. Commentary

The main objective of the RDC, that the Centre seeks to enable 'integrated rural development work to be furthered in the UMN', was met during this reporting period.

Some of the RDC objectives were too ambitious and needed to be dropped or revised. Tied in with this, the new post of the Assistant to the EDS for Rural Development was seen as a step in the right direction to get the rural development work of UMN under control. It certainly helped RDC to have someone responsible for the administration work which RDC had been doing simply because there was no one else to do it. Now RDC can easily concentrate on the professional/advisory function, and do it well.

The need for more skilled professional staff, mainly in the senior and in-charge positions on the Nepali side, is obvious. Similarly, RDC sees clearly the importance of increasing the involvement of women working in rural development, and it will emphasise the recruitment of female staff in the future.

Guntur Beyrich
Project Director

(compiled by Peter Quesenberry)

ANDHIKHLA PROJECTAnnual Report, July 1985 - July 19861. Summary

Andhikhola Project (AKP) is an integrated rural development project which has ten distinct programs or activities. It is significant to note the high degree of inter-relationship there has been within the project between the various programs. Andhikhola Hydel and Rural Electrification Program (AHREP) work has stabilized to a steady pace on six sites. The forestry program has a fulltime forester as coordinator; also the agriculture program is being directed by a Nepali agriculturalist. Appropriate technology program has been highlighted because of the hydraulic ram pump delivering a steady flow of water 1.5 km away to a height of 140 meters above the pump. The drinking water and sanitation, rural industry, non-formal education, irrigation and cooperative society aid programs also continue to be involved with the local community. Administration section has become increasingly efficient with fulltime staff and the use of time-saving equipment.

2. Activitiesa. Andhikhola Hydel & Rural Electrification Program (AHREP):

Progress proceeded at a fairly regular and steady pace during the second half of the year, after a first six months of unpredictable, irregular progress plagued by a multitude of problems and setbacks. Work expanded from three to six sites over the year, with start-up at the drop shaft and headrace tunnel inlet, and on the Parvas-Galyang transmission lines. Almost 50% of the total tunnel excavation lining is complete, as is about 15% of the drop shaft. On the recommendation of an Australian tunnelling and shaft-sinking consultant, who spent two months at the site, the design and the construction technique of the drop shaft have been modified. This should result in time and cost savings. At the dam, about 15% of the grouting, excavation and concrete work has been completed. Indications are hopeful that in the coming year actual progress on the sites will keep pace with schedule requirements. As of 15 July 1986, Development and Consulting Services (DCS) has phased out its involvement, allowing for a direct Himal Hydro/Butwal Power Company relationship to develop.

b. Drinking Water and Sanitation Program

This program is dependent on a high degree of community involvement, and work has progressed well throughout the year on several systems where people are well motivated. Project staff have been stretched, but several smaller systems are all but completed, and work on the large Manke water distribution system is well advanced. In conjunction with DCS, one hydraulic ram pump was commissioned. Some work has been delayed as the project had attempted to promote more stringent adherence to the conditions of project participation in the interests of higher standards and long-term community benefits.

c. Forest, Soil and Water Conservation Program

The major focus of this year's forestry program was training and tree distribution to the 29 wards involved in the Andhikhola Water Users Association (AKWUA) through their ward forestry representatives. Approximately 2,700 fruit seedlings and 19,000 fodder seedlings were distributed at the beginning of the 1986 monsoon season for mostly private plantings. Re-planting of 600 dead pine trees was done on the slope above the AHREP shaft site, and 100 fruit and ornamental seedlings were planted on the Butwal

Power Company (BPC) land. The Forest Technical Assistant was sent to a ten-day forestry training course, and a fulltime forester filled the program coordinator position in October 1985. Relationships with local District Forestry Offices and the SATA Project in Palpa were strengthened through periodic visits.

d. Irrigation Program

The Andhikhola Water Users Association (AKWUA) has become stronger with the passage of time. Using local ward representatives, they have nearly completed all preparations for the buying and selling of command area land. Using AKWUA organisation, a forestry sub-committee was established for the purpose of planting seedlings to stabilise the slopes along the proposed irrigation canal. However, most of the seedlings were planted on private land which has not directly benefitted AKWUA as an organisation. The highlight this year was AKWUA's first general meeting which 1,200 members attended. Measurement of weir, temperature and rainfall, as well as stream-flow analysis, has been done. The agreement with the Water Resources Ministry is not yet approved, inspite of a delegation of area leaders to the Ministry. Without the agreement, work will be hampered and local support may be affected.

e. Agriculture Development Program

The training of local farmers through formal courses, as well as through field trips, demonstrations and informal discussions, has been undertaken. Demonstrations and assistance have been provided to farmers in cereal, legume, vegetable and fish production. In cooperation with the local 4-H Club, a community seed storage program was initiated, in which metal bins were provided. A small Farmers group has been formed, and is presently working together in grain production. Livestock promotion has involved cattle, goats and provision of fodder trees. Much of the above mentioned activities have been carried out in cooperation with local government agencies and their staff.

f. Rural Industry Program

With the aim of contribution towards the long-term productive employment of under-privileged people in the area, the Magar cloth and knitting groups are employing 13 people. The Magar cloth group is more likely to survive than the knitting group. The solar-dried jackfruit and crystallised ginger programs have closed down at different times, though either could be restarted in favourable circumstances at a later date. Other employment for local people is much needed, and this should not be ignored in future planning.

g. Appropriate Technology Program

The main work has centered around the installation and operation of two hydraulic ram pumps for the Manke drinking water system. After installation, a lengthy period of "debugging", not only the ram pump, but also the delivery system, occurred. Today the system is running on a regular basis. Discussion and investigation has begun on industry and appropriate technology for the Andhikhola area to support growth around the main hydroelectric project. Work has been done in coordinating with other programs in regard to appropriate design and modification of various equipment.

h. Non-formal Education Program

This program has a two-fold role of raising awareness within the local community and being a support for the educational aspects of the other programs. Various training activities have been arranged, but close cooperation with the forestry section has been emphasised to strengthen the educational/training aspect of this program. Participation in relevant

training in NFE techniques by program staff has helped in this. Production of the quarterly newsletter is continuing as a means of communicating project activities. NFE is a diverse field, and the concept is difficult to present to the community. As yet there is no local involvement in the awareness-raising aspect of NFE, except as it arises from the adult literacy classes. Much more village level input is needed in the program to correct this.

i. Cooperative Society and Program

Andhikhola Project staff have continued to take part in the monthly Cooperative Management Committee meetings of the local Amar Sajha Sanstha Cooperative. Construction of the salesroom/storeroom/office building has been delayed due to the Cooperative Society's poor financial situation. DCS is presently completing final design in preparation for actual construction.

j. Administration

This section has been strengthened by having a fulltime Assistant Business Manager/accountant, as well as a copy-typist. They have been made more efficient with the aid of a duplicating machine and photocopier. Integration of the project programs has been aided through the monthly staff meetings, as well as sub-committees of the AHREP, irrigation and forestry programs. Relationships with local community and groups, as well as with Government officials, have been further established.

3. Inter-Relationships with other projects

Many of AKP's programs would have been severely hampered were it not for the support of other projects. UMN projects such as RTC and DCS gave advice and help in many areas, as well as health services personnel giving a nutrition seminar. The Butwal group of companies, such as Himal Hydro, Nepal Hydro Electric Co., Butwal Power Comany and Butwal Engineering Works, have all been involved in AHREP work. Non-UMN-related projects involved included International Irrigation Management Institute, Women's Training Program and Marsyangdi Hydroelectric Project, as well as HMG offices at various levels.

4. Community Involvement

Community involvement, a part, is the basis of involvement in the area. The AKP longterm plan states that "local communities will be encouraged to feel that AKP programs are their programs, and that their participation and cooperation are essential to their success". With this in view, AKP staff have in many ways involved local people in the development process of their particular programs such as AKWUA, income-generating and literacy groups, community water systems, grain storage program, rural youth groups and their committees.

5. Evaluation and Research

Ongoing informed evaluation is a feature of various AKP programs, including forestry mortality surveys, technical aspects of water system works, and sanitation aspects of the programs.

6. Personnel and Training

Personnel include 15 fulltime and two parttime UMN staff (including AHREP), and 11 Nepali staff (excluding AHREP's 170-225 personnel). The Drinking Water and Sanitation Program Coordinator received a UMN scholarship to attend a ten-week diploma course in Community Water Supply and Sanitation from Louthborough University in England. AHREP staff have received on-the-job training which has enabled Himal Hydro to send a number of its trained personnel to their Tatopani Project while maintained work levels at AHREP.

7. Commentary

It is hoped that the agreements for the irrigation, as well as the community forestry, programs can be completed soon, to enable these programs to progress beyond the preliminary phases.

UMN's forestry policy has been implemented in Andhikhola Project by training and then making seedlings available to representatives in 29 wards from three Panchayats, using AKWUA as an organisational structure in which to initiate its activities.

A new sub-committee has been initiated to study the technical, economic, social and organisational aspects of the electrification programs for AHREP, to frame policy guidelines for the program, and to keep informed about the progress of the electrification program, and to coordinate this activity with the other activities of AKP.

David Ramse
Project Director

SURKHET PROJECTAnnual Report, July 1985 - July 19861. Summary

The Project's philosophy to start slowly and to aim for and focus on the people's own initiative and motivation has borne fruit. Examples of group work are the Chepang community, which already seemed motivated and organised for assistance, in the construction of an irrigation canal; and the Chulidanda community, which is remote and lacking cooperation, but needing drinking water systems supplied by hydraulic ram pumps. Both communities established and are maintaining nurseries for production of seedlings, and are engaged in a planting program to protect water sources and channels. A revised Project Agreement proposal to HMG has been prepared which more realistically presents the objectives of the project.

2. Activities

a. Administration; Much effort has been put into negotiations with the Department of Cottage and Village Industries (DCVI) for a project agreement. The text was updated and changed, based on conversations with DCVI officials, and an 'Operational Plan' was written as an introduction to the agreement. This document explains why the work is proceeding the way it is. Visits in the local area also continued in an effort to maintain and strengthen relationships with local officials.

The project philosophy of starting small, working slowly in close cooperation with local people, using the people's priorities, limiting the technology, favouring "disadvantaged" groups in the planning process, and benefitting as many people as possible, was followed.

b. In Chepang, a community chosen to work with because it is already motivated and organised, the following work was done, based on requests by the villagers for help with an irrigation canal: a technical survey was completed; permission was obtained from district authorities; the people started digging; and dynamite was obtained (a difficult process, involving much paper work).

In Chulidanda, a community chosen to work with because it is remote and lacks cooperation between the villagers (i.e. disadvantaged), the following work was done, based on requests by the villagers for help with a drinking water system: the system was designed and partially completed, including the installation of a ram pump for pumping the water.

In turn, both villages responded to requests from the project by starting forestry nurseries and planting trees from these nurseries. This work in afforestation and erosion control is seen as essential for protecting water sources and channels.

b. Further survey work for drinking water systems has been done in many places on request, but work on these systems has not started.

c. The project has also investigated possibilities for leatherwork in one low caste community.

f. On the agriculture side, small-scale trials in rabbit keeping, bee keeping, chicken keeping and seed storage were undertaken. However, only the rabbit keeping may continue on. In general, the people's interest is now in irrigation and drinking water, not agriculture.

3. Inter-Relationships with other projects

The project received help from RDC, K-BIRD, the District Engineer's office in Surkhet, INF, and officials in the Department of Cottage and Village Industries. Other contacts were maintained with many district offices.

4. Community Involvement

The project's philosophy towards work is dependent on community involvement. See Project activities 2.b above.

5. Evaluation and Research

No formal evaluation for Surkhet Project was done during this reporting time. For research, see 2.e above.

6. Personnel and Training

Training: Four volunteers had animal health training in Pokhara. The non-formal education worker had orientation in Lalitpur. An RDC forestry worker gave "on-the-job" training in the project area during transplanting time.

Personnel: Efforts so far to establish a core staff team have failed. People have failed to return from furlough, and we have failed to find other experienced people necessary to do the work. We may need to be more flexible in our approach in the future.

Gerhard Honold
Acting Project Director
(Compiled by Peter Quesenberry)

MINUTES OF THE

BOARD OF DIRECTORS MEETING

Held in Kathmandu

16 - 19th April 1985

and

EXECUTIVE COMMITTEE MEETING

Held in Kathmandu

14 - 15th April 1985

UNITED MISSION TO NEPAL

12 - 19 April, 1985

MINUTES OF

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Plans for July 1985 - July 1986 appear under separate cover.

Minutes of the

UMN BOARD OF DIRECTORS MEETING

held in Kathmandu : 16-19 April, 1985

The Annual Meeting of the Board of Directors of the UMN was held in Kathmandu at the Blue Star Hotel. Sessions began at 7:30 p.m. on Tuesday, 16th April, and continued until noon on Friday, 19th April.

The Bible studies on the opening evening and at the beginning of the morning sessions were led by Dr. Bill Hawes, emphasising the centrality of the Cross and servanthood in leadership. These studies were greatly appreciated by members of the Board, and other who attended for this part of the meetings only.

A session with a number of church leaders to hear up to date reports was also very much appreciated, and shared, with deep interest.

BD-1/85. Schedule of Membership and Roll Call. The schedule of membership of the meeting was as follows, with delegates present except as indicated.

A) Member Body representatives:

- American Lutheran Church: Dr. Jack Reents (deputy)
- Assemblies of God: Dr. Ronald Peck
- Baptist Missionary Society: Rev. Neil McVicar (Baptist Dept.)
- BMMF International: Miss Janette Cowan
- Christian Church (Disciples): Mr. Keith Jamieson
- Church Missionary Society, Australia: Dr. Alan Cole
- Church Missionary Society, UK: Mr. Malcolm Warner
- Church of North India: Bishop John Ghose
- Church of South India: Bishop Sam Ponniah
- Committee for Service Overseas: Mr. Heinz Klein
- Darjeeling Diocesan Council & Church of Scotland:
- Danish Santal Mission: Mr. Jorgen Pedersen
- Finnish Evangelical Lutheran Mission: Rev. Paavo Kilpi
- Free Church of Finland: Miss Vappu Rautamaki
- Gossner Mission: Miss Else Furthmuller
- Japan Antioch Mission: None
- Japan Overseas Christian Medical Cooperative Service: Mr. Kentaro Shiozuki.

- Lutheran Church in America: Rev. Warner Luoma
- Mennonite Board of Missions: Rev. Paul Kniss
- Mennonite Central Committee: Mr. Paul Myers
- Methodist Church: Rev. Swaminathan Jacob
- Norwegian Himal-Asia Mission: Mr. Einar Kippenes
- Orebro Mission: Rev. Ingemar Berndtson
- Presbyterian Church in Canada: Rev. Glen Davis
- Presbyterian Church in Ireland: Miss Maureen Patterson
- Presbyterian Church Synod, Mizoram: Rev. L. N. Ralte
- Presbyterian Church, USA: Rev. Newton Thurber
- Regions Beyond Missionary Union: Miss Anthea Evans
- Swedish Free Mission: Mr. Billy Johansson
- Swiss Friends for Missions in India & Nepal: None
- TEAR Fund: Rev. David Applin
- United Church of Canada: None
- United Church of Christ, Japan: Rev. Yozaburo Kimijima
- United Methodist Church: Rev. Nirmal David
- Wesleyan Church: Dr. J. D. Abbott
- World Concern: Mr. Bob Parker
- World Mission Prayer League: Rev. Surendra Moral

B) Christian Community:

Mr. Adon Rongong
Mr. Loknath Manaen

C) Ex-officio members:

Executive Director: Mr. Howard Barclay
Treasurer: Mr. Erling Wennemyr
Education Secretary: Mr. Richard Clark
Health Services Secretary: Miss Jeanette Hyland
Economic Development Secretary: Mr. Al Schlorholtz
Health Services Board representative: Mr. Pat Fulks
Economic Development Board representative: Mr. Andrew Bulmer
Education Board representative: Mr. Richard Cameron
Workers Conference representative: Mr. Adrian Slater

D) Co-opted members:

Assistant Economic Development Secretary: Mr. Anders Kammensjo
Assistant Health Services Secretary: Dr. John Sibley
International Nepal Fellowship: Dr. Bill Hawes
Leprosy Mission: Dr. Sundar Jesudasan

E) Observers:

Christian Church (Disciples): Rev. Eric Gass
Gossner Mission: Mr. Dieter Hecker
Mennonite Board of Missions: Mr. Ron Yoder
Orebro Mission: Rev. Gustav Sundstrom
Presbyterian Church in Ireland: Dr. Jean Shannon
Swedish Free Mission: Mr. Kjell Anderson
World Concern: Mr. Paul Kennell
UMN Information Officer: Mr. Gene Glassman

BD-2/85. Change of name of Member Bodies. The following changes are noted and recorded:

- a) The Finnish Missionary Society is now known as the Finnish Evangelical Lutheran Mission;
- b) The World Mission Prayer League, Norway is now known as the Norwegian Himal-Asia Mission.

BD-3/85. Agenda. It was RESOLVED to adopt the Agenda as presented by the Executive Director.

BD-4/85. Confirmation of Minutes. The Minutes of the Board of Directors held on 10-13 April, 1984 had been circulated to all members of that meeting. It was RESOLVED to accept these and to confirm them as correct.

BD-5/85. Tribute to Jonathan Lindell.

The Lord took Jonathan Lindell home to glory on 23rd January, 1985. He and Evey came to Nepal in 1956, and served in three locations: Jonathan pioneered the Gorkha Project, then served as Executive Secretary of the UMN for 11 years; later he went to Pokhara as Headmaster of the Boys' Boarding School, and finally transferred back to Kathmandu as UMN Historian and Acting Education Secretary before returning to U.S.A. in 1979. In each place Evey made a home for her family and many others, and at times officially ran a UMN guesthouse, and their united ministry brought God's love and blessing to hundreds of Nepalis, UMNers and others.

As Executive Secretary in the early 1960s, Jonathan was used under God to establish the coordination of administration and a sense of united teamwork and loyalty to UMN at a time when the mission was still relatively new and small, and the projects scattered and isolated owing to lack of communication facilities. The United Mission today is running firmly on the basis laid down in those early formative years, and along the prophetic understanding of God's purposes for the UMN set out in the Policy Guidelines of 1970 in which Jonathan envisioned the future direction and development of the mission. His leadership in those years has had an invaluable and lasting effect on the UMN.

His love for the mountains and land of Nepal, his wide knowledge of the history and culture, his understanding of the people in villages and towns were combined with a God-given burden and commission to use his many gifts in serving with humility, teaching formally and informally, ministering to the total needs of groups and individuals, and sharing the love of Christ and the message of God's love and salvation. His total commitment to Christ and to the fulfillment of this task were an example and challenge to all who would seek to obey their Lord in such service and witness. All who knew him loved him and many testify to the great debt of gratitude which they owe to him.

The Board of Directors records its deep gratitude to God for Jonathan's leadership and service, his vision and outstanding contribution to the UMN and to the strengthening of the Church in this land. We thank God for every remembrance of him, and commit Evey and their four daughters to His love and care.

BD-6/85. Orientation Session. The opening meeting of the Board took the form of an orientation session, during which the Executive Director, the Functional Secretaries, the Treasurer and the Personnel Secretary highlighted the main events and areas of concern or development within their particular spheres of work and responsibility. Many of these items were dealt with later in the small group discussions.

BD-7/85. Long Term Plans. The Long Term Plans for the whole Mission were available for members, with several revisions which had been approved during the year.

BD-8/85. Annual Reports and Statements. The "annual" reports and financial statements for the UMN and its various projects were received and studied as appropriate in each of the small groups. These covered the 18 month period from mid-January 1983 to mid-July 1984. On the recommendation of each of the small groups, it was RESOLVED to accept and approve these reports and statements with gratitude. They are found listed in EC(2)-4/84, and are printed in detail as appendices to those minutes.

SMALL GROUP DISCUSSIONS

The Board members were divided into four groups, augmented by other Nepali and UMN colleagues as resource personnel, and met in these groups for discussion in several sessions. Their reports and recommendations were then brought back to the plenary sessions of the Board. These reports, and consequent actions of the Board, are recorded in the ensuing minutes.

BD-9/85. Administration Group. A number of subjects were discussed and reported to the plenary session without calling for formal resolutions of the Board. These included:

a) Annual Reports. The Executive Director highlighted some factors which need to be kept in mind in considering the progress of work in Nepal:

- The lack of trained people in the country;
- The lack of adequate communication in Nepal;
- The recent introduction by His Majesty's Government of a policy of decentralisation.

b) Budgets for 1985/86. The consolidated budgets, as approved and accepted by the Executive Committee, were received as information. It was encouraging to note the confidence that necessary funds will be available to meet the needs for this coming year.

c) Asianisation. The first Board Appointee from Korea has been welcomed to the UMN, and several other Asian colleagues have been accepted for service.

d) Mothers in language study. The difficulty of mothers trying to cope adequately with language study and the care of children was raised. Administration will seek ways to help to alleviate this tension, but it is recognised that mothers with small children will not be able to give fulltime to the LOP curriculum, although the language study and orientation is very important.

e) Personnel chart and information. Board members were given up-dated copies of the personnel charts, as of 1st April 1985. It was noted that the number of workers is very similar to that of last April, but there is a sizeable increase in the number of approved posts.

BD-10/85. Screening papers for personnel. It was RESOLVED to affirm the request of UMN administration that member bodies offering candidates send their own mission's screening papers and the Nepal Information Form, together with the routinely requested references and medical reports.

Note was taken of:

- a) The sincere appreciation of administration for the good cooperation of member bodies in the screening process;
- b) The action of the Executive Committee concerning receipt of medical report, found in EC(1)-59/85.

BD-11/85. Study of reasons for people leaving. An interim report was received on the progress of this study, which is not yet complete. It was RESOLVED:

- a) That the process of analysis and enquiry be continued, and that efforts be made to contact all those who have left during the 11 year period under review. Member bodies and other sending agencies are requested to render all possible assistance.
- b) That the administration be requested to prepare a suitable questionnaire to meet the needs of this enquiry.

BD-12/85. Per Capita Grant, 1985/86. It was RESOLVED that the per capita grant for the coming year remain at \$800., with gratitude expressed that this is still sufficient to cover the needs.

BD-13/85. Per Capita grant policy. It was RESOLVED to approve the following policy relating to per capita grants, which includes already approved guidelines and new actions:

- a) The constitutional provision that all member bodies are asked to pay an annual per capita grant for their workers is noted again.

- b) The amount of the per capita grant is set by the Board annually.
- c) The money is used to cover recurring and capital items for personnel support and general administrative costs of the UMN, as per an approved budget.
- d) The per capita grant system is a method of calculating the amount requested from each member body; however, the money is given to the administrative fund as in c) above, and is not linked directly to the Board Appointee worker.
- e) Member bodies are requested to pay the per capita grant to cover the full period of furlough for workers who are away for up to six months. For workers who are away for longer than six months, member bodies are requested to pay the grant for at least six months of this period.
- f) If a worker resigns from the UMN after less than six months service in a fiscal year, the member body is requested to pay six months' per capita grant for that worker. In other cases a full year's per capita grant is requested.
- g) Short-term workers who are in Nepal for less than one year should pay the grant on a monthly pro-rata basis.
- h) The above guidelines also apply to Board Appointees sent by agencies other than member bodies, and all Direct Appointees (including students), whether the grant is paid by a sending agency or personally.

EC → BD-14/85. Per Capita Grants for Asian member bodies. UMN administration is requested to consider ways by which the per capita grant for member bodies based within Asia may be met, and to report back to the next Board meeting.

BD-15/85. Ratification of Constitutional amendment: ref. BD-16/84. It was RESOLVED not to ratify the amendment made at the Board meeting of April 1984, but rather to recommend to the Board of 1986 that the following amendments be made:

- a) Const. V, B, 1, to read -
"Representatives elected by the member bodies, and from amongst the Christian Church in Nepal."
- b) Bye-law II, D, to read -
"There will be two voting members appointed annually by the Executive Committee from the Christian Church in Nepal."
- c) That the term "the Christian Church in Nepal" be used in documents and publicity material.

BD-16/85. Constitutional amendment. It was RESOLVED to approve the following amendment to Constitution V, B, 2 (to be ratified at the next Board meeting), to read:

"Ex-officio members: The Executive Director, Treasurer, Functional Secretaries, Assistant Functional Secretaries, one Board Appointees' representative from each Functional Board, and the elected representative of the Workers Conference, all of whom will have voice but no vote."

BD-17/85. Bye-law Amendments. It was RESOLVED to approve the following amendments:

1) Bye-law II: Basis of Representation on the Board of Directors.

- A. Each member body will be entitled to one representative to the Board, and this delegate will not be permitted to be a Board Appointee.
- B. Delete.
- C. (Re-number as B). Member bodies are requested, insofar as possible, to appoint representatives to the Board who can serve a number of years consecutively.

Where a change in representative of a member body is anticipated, the member body will be invited to send their future representative to the Board meeting prior to his/her appointment, as an observer without voice or vote."

- D. (Re-number as C). There will be two voting members appointed annually by the Executive Committee from among the Christian fellowship in Nepal. (Ref. BD-17/85, b).
- E. (new numbering) Observers at the Board meeting will consist of:
 - a) Executive Committee members attending the Executive Committee meeting prior to the Board, but not appointed to the Board.
 - b) New delegates to be appointed the following year (as in new B above).
 - c) Officials of member bodies in addition to the one voting member.
 - d) Representatives of other groups sending personnel to the United Mission, outside the member bodies.
 - e) One observer only from any one member body or other agency.

2) Bye-law III. C. Voting procedures of the Board for major policy matters:

- a) The Board will decide whether or not a subject is to be treated as a major policy matter -
 - i. Any voting member may appeal to the Board in session that a specific motion is in fact a major change of policy from his or her point of view;
 - ii. A majority vote of those present and voting would be needed to confirm the appeal as in i. above, and to set the following procedure into effect.

b) The Board will take action on the subject as presented -

In order for a change of major policy to be effected, either

- 3 - a two thirds majority vote at the meeting of the Board in session would be necessary for passage; or
- a majority vote, which would then be ratified or not ratified at the next meeting of the Board by at least a two-thirds majority vote of those present and voting."

3) Membership of Functional Boards.

- i) Bye-law XV, Health Services Board. Section A: alter as follows:
 - 3. Two voting members will be the Executive Director, who will be the Chairman of the Health Services Board, and the Treasurer.

4. Two voting members will be the Health Services Secretary and the Assistant Health Services Secretary. The Health...Board.

5. Other voting members will be one or two representatives of each related Project/Program, or PMC (excluding the Functional Secretary), one of whom will be the Project Director.

Delete present para. 5.

ii) Bye-law XVI, Education Board. Section A. Alter to read -

3. Two voting members will be the Executive Director, who will be the Chairman of the Education Board, and the Treasurer.

4. Two voting members will be the Education Secretary, and the Assistant Education Secretary. The Education Secretary will be the secretary of the Education Board.

5. Other voting members will be one or two representatives of each PMC (excluding the Functional Secretary), one of whom will be the Project Director; also education area representatives, the Language Consultant and the Administrator of the Training and Scholarship Program.

Delete present para 5.

iii) Bye-law XVII, Economic Development Board. Section A.

3. Two voting members will be the Executive Director, who will be the Chairman of the Economic Development Board, and the Treasurer.

4. Two voting members

5. Other voting members will be one or two representatives of each PMC (excluding the Functional Secretary), one of whom will be the Project Executive Secretary.

delete present para 5.

iv) Bye-laws XV, B, 2; XVI, B, 2; and XVII, B, 2.

A quorum is fifty percent of the voting members. In case of a tie, the Chairman will have a casting ballot (a second vote).

BD-18/85. Discussion on Bye-law amendments.

a) Election of President of UMN. The recommendation of EC(1)-57/85 was noted, together with that of EC(2)-64/84. In order to guard the right of each member body to elect its own delegate to the Board, it was RESOLVED to continue to follow the present system of election of President, but to ask the Nominating Committee to seek to ensure that the President chosen is the appropriate member body's delegate to the Board for the ensuing year.

b) Observers from funding agencies. The action of EC(1)-58/85, ii) was noted and discussed. After discussion it was decided by a majority vote that only agencies sending personnel to the UMN be invited to send observers to the Board.

c) Status of observers. It was RESOLVED to request the President to appoint two people to define what an observer is and what are his/her rights and privileges.

d) Assignments, Bye-law VII, C, 12. It was RESOLVED to recommend to Board in 1986 that the second sentence of this Bye-law be amended to read:

"In case of appeal by the Board Appointee or member body involved, the decision of the Executive Director will be carried out until the appeal is heard by the Executive Committee."

BD-19/85. Distribution of Minutes, etc. In view of the volume of reports and statements, etc. and the cost of wide distribution of these, it was RESOLVED:

- a) That the Minutes of Board and Executive Committee meetings be sent only to member bodies, Board members, Coordinating Committee members, Assistant Functional Secretaries, Functional Board members, and 3 copies to projects. Other copies may be circulated at the discretion of the Executive Director.
- b) That full financial statements be made available to Executive Committee members, but only the consolidated statements and summaries be circulated to the member bodies and Board members.

BD-20/85. Purchase of Asha Niketan, Thapathali. It was RESOLVED to approve negotiations with Himal Hydro for them to seek the purchase, at an appropriate price, of Asha Niketan for use in providing facilities to enable greater coordination of the UMN Headquarters administration and its functions.

BD-21/85. Basis of Faith and Salvation. Following discussion about various views expressed, it was RESOLVED:

- a) That the Board affirms the Basis of Faith as in the Constitution;
- b) That the Board also affirms and holds to the uniqueness of salvation in Christ alone. *Ap. 4.12*

BD-22/85. Structure of UMN. The Executive Director outlined the review of structures being undertaken at present, as referred to in EC(1)-58/85. It was RESOLVED:

- a) To encourage administration to continue to explore ways and means to amend and/or adjust the UMN structures to make it more meaningful and effective for the changing conditions in Nepal and UMN;
- b) To note that many of these possible structural changes may be effected by the decisions of administration at various levels, and where deemed necessary, with recommendations for consideration and action by the Executive Committee and/or Board.

BD-23/85. Education Group. The group discussed many items, and reported to the plenary session on the following:

- a) GAMV Regional School, Pokhara. Appreciation is expressed for the introduction of the Community Service Program in the school, and the development of this should be encouraged.
- b) Education of UMN children.
 - a) The development of tutorial groups is noted with appreciation.
 - b) The development of tutorial groups for the education of primary-age UMN children, as well as the continuous thought being given to their secondary education, was noted with appreciation.
 - c) UMN administration is encouraged to investigate the possibility of paying for the rent of the UMN Children's Hostel from the per capita grant account.

c) Non-Formal Education. The report of work done through the mission, and support given, by the Non-Formal Education Resource Office was received with gratitude.

d) Language and Orientation Program.

- i) It was recorded with satisfaction that the former UMN language school has now been handed over to the Nepali staff of the school, and has now become the Language Activities and Research Centre Pvt. Ltd. (LARC).
- ii) The strengthening of the various elements of the basic course of language study was noted with appreciation, but it is hoped that the Review in progress will also strengthen the implementation of the program in the projects.

BD-24/85. Teacher Training. It was RESOLVED to encourage an increased commitment to teacher training, exploring the following ways of further involvement:

- a) The possibility of seconding an experienced teacher to Tribhuvan University for curriculum development assistance.
- b) The formal secondment of teacher trainers to the Institute of Education, rather than of volunteers.
- c) The increase of approved posts for teacher trainers.
- d) The presentation of a Long Term Plan for teacher training to be to the next Board meeting.

BD-25/85. Economic Development group. Reports of discussions and recommendations from the group were received on the following topics:

- a) Andhikhola Project. The identification and planned intentional training of local personnel for the Andhikhola Project is reaffirmed. It was noted that the AHREP estimated budget may need to be increased by 50% due to initial delays, unexpected construction difficulties, and inflation.
- b) Naval Parasi Project. The Executive Director is specifically requested to use his good auspices in presenting the new proposed agreement for the Naval Parasi Hills Development Project to HMG.
- c) Telecommunication systems. UMN administration is requested to look into ways in which the UMN may encourage or become involved in the development of telecommunication systems within the country.

BD-26/85. Surkhet Project. It was RESOLVED to affirm the following recommendations:

- a) That whatever initiatives are taken by the UMN to fulfill the agreement requirements under discussion for the Surkhet Project, these should not conflict in approach and strategy with the ongoing work as it has progressed so far.
- b) That efforts be made to fill the posts of community health educator and non-formal education for the Project.
- c) That, because of the difficulties for expatriates or even Nepalis from other areas to fully understand particular village situations or to be accepted by the villagers, consideration be given to the selection, by the villagers themselves, of one or more persons from among themselves for special training as volunteer socio-economic facilitators. There need not be any educational requirements so even illiterate people may in many circumstances fulfill this role very well.

a) Report of UMN Forestry Task Force. It was noted that this Report had been presented initially to the Executive Committee in December, where it received approval of the plans and budget proposed. It was RESOLVED to accept and approve this Report, with its recommendations:

- i) UMN should negotiate with the Forestry Department for a community forestry program as a part of the Andhikhola Hydroelectric and Rural Electrification Project. The nature of such a program should be generally along the lines of the Report.
- ii) The UMN should support, and if necessary become involved in, the planning of the Butwal Plywood Factory's plantation development work.
- iii) The Committee looking at an apprenticeship training scheme at Surkhet should include forestry training in their deliberations and investigations.
- iv) Future work agreements for rural development and other projects (where relevant) should include consideration as to whether or not a forestry component ought to be included in the draft agreements to be negotiated.
- v) It is realised that, as its expertise develops and as finance and manpower become available, further areas for UMN involvement in forestry could arise. The UMN would be open to such opportunities in the future.

b. UMN Forestry Policy. It was RESOLVED to accept the Forestry Policy, which is found as Appendix 30.

c. Further response to action of BD-33/84. Although it was recognised that the Forestry Task Force did not address itself fully to the terms of reference given in 1984, especially with respect of to "a large new program," nevertheless the Forestry Policy as presented is a step in the right direction. The mechanism by which the Policy may be applied should now be worked out; and consideration given to the infrastructures, personnel and finance necessary for implementation, as well as ways by which forestry programs may become an integral part of existing UMN projects.

Therefore, while accepting the initial Report and Policy with appreciation, it is requested that the now constructed UMN Forestry Committee look further into the implementation of the program as mentioned above, and report to the next Board meeting.

BD-28/85. Industrial Development planning. The final report of the Industrial Working Group on long term planning was received by the economic development group, and approval is given for the preparation of long term plans. However, it is requested that when the ID PMC and the EDB consider specific proposals, the following points be kept in mind:

- a) That the motivation of UMN in industrial development should be properly communicated and understood by others;
- b) That adequate consideration be given to the long term effect of industrial development upon the limited UMN resources;
- c) That full consideration be given to the effect of industrialisation on rural areas;
- d) That opportunities for person-to-person relationships should not be weakened or destroyed;
- e) That further thought be given to the possibility of really attaching a "Christian rationale" to industrial development, or for Christians to endorse specific social, economic and political systems.

In approving the above recommendation of the Economic Development group, the Board also affirms again the commitment of the UMN to industrial development as a part of its total ministry to the people of Nepal. 17

BD-29/85. Health Services Group. All the aspects of health services work were reviewed by the group, and expressions of affirmation and advice received.

- a) Gorkha Project. Support is warmly expressed for the policy of controlled admission at the hospital, and the increasing sense of responsibility for the hospital on the part of the local community. It is recognised that the change of emphasis in the CHP from the role of "providers" to that of "motivators" will pose problems to existing programs and staff.
- b) Palpa CHP. The restriction of work to panchayats where communities have organised themselves is commended, although this demands real effort to motivate poor communities with little local initiative.
- c) CPHCP. The development of the work in this project in Lalitpur is noted with appreciation, and the need for funding commended to donors.
- d) CDAP. The continuation of work in Lalitpur is affirmed in the light of the local poverty and isolation, with adjustments to comply with the new decentralisation policy of HMG.
- e) Nursing Campus. Affirmation is given to Executive Committee action in approving budgets for the purchase of the property, and the need for funding for this is commended to donor agencies. Study should also be given to further ways in which UMN policies on leadership development may be applied to nursing services in view of the serious shortage of nurses and other categories of health workers.
- f) Patan Hospital. It is recorded with thankfulness to God that the building program has been completed. Appreciation is expressed for the statistics and progress report on the drive for cost curtailment and income generation; and concern about the shortage of trained staff available.
- g) Health Services Offices and programs. The amalgamation of HSO and HSSP was noted, and the reasons for this as given in the revised Plans for 1984/85 (Appendix 31). The development of the Mental Health Program and the Dental Program were noted with appreciation; also the work which is being done on the evaluation of the total HSB work and projects.
- h) Agreement. Appreciation is expressed for the negotiations on the overall Health Services agreement with HMG.

BD-30/85. Okhaldhunga Project. After discussion, it was RESOLVED:

- a) To approve discussions about the possibility of the present Dispensary becoming the new District Hospital, of an appropriate scale and nature, under an independent Board, the necessary acquisition of land having already been made.
- b) To approve investigation into the possibility of increasing the surgical facilities of the present Dispensary, with a report back to the Executive Committee. 18

BD-31/85. Tansen Hospital. It was RESOLVED to affirm the recommendation of the health services group:

- a) Appreciation of the extensive building improvements being undertaken;

- b) Encouragement for further investigation of the possibilities of cooperation with HMG;
- c) Concern that the staff be strengthened as soon as possible to cope with the workload;
- d) Rejection of the suggestion that restriction of patient numbers is unethical, while accepting that this may be difficult to implement.

BD-32/85. Board Appointee Health and Adaptation.

- a) While the UMN strongly desire to have more Asian Board Appointees, it is recognised that the present membership means that the mission has a predominantly "western" element, and new Asian workers have to make an adjustment to both that and the Nepali culture. The Board therefore requests more adequate preparation for the reception of such Asian Board Appointees, noting the already commissioned "Human Resources Management Study" commencing in July.
- b) Appreciation is expressed for the present arrangements for health care of Board Appointees. However, in view of the present shortage of trained dentists in Nepal, the member bodies should give special care and attention to dental care of workers before arrival in Nepal and during home leave.

BD-33/85. Training of personnel. In view of the heavy workloads in many areas, and the shortage of medical and health workers, it was RESOLVED to:

- a) Commend the local training of health personnel at ANM and lower levels by UMN;
- b) Request an inquiry into the reasons for the non-retainment of fully trained staff at UMN institutions, in particular considering whether higher salary, better conditions, or greater security are potent factors in producing such a dearth.
- c) To request a study of the workload situation in terms of the nationwide shortage of trained staff, and whether this demands a new order of priorities in the training of personnel in order to stabilize the present situation, or the return to an older order.

GENERAL MATTERS

BD-34/85. Nepalisation. The United Mission continues to keep this as a matter of on-going concern at all levels of policy, work and planning, and each of the discussion groups considered the subject, some in more detail than others.

The commitment of the Mission to the principle of Nepalisation is re-affirmed, although it is recognised that in some areas, such as health services, the present rate of implementation cannot be maintained because of the shortage of personnel. In other areas it is easier to maintain the extent of implementation of this principle, and the strategies and philosophies of several projects were shared in the economic development group, and received with appreciation.

BD-35/85. Timing of Board Meeting. With the change of the UMN financial year, several groups suggested that the timing of the Board Meeting also be altered to fit into the pattern of planning and reporting for the year. Members present indicated that they would welcome the meeting to be held in late November instead of in April.

It was RESOLVED to request UMN administration to give careful thought to the most appropriate timing for the next Board meeting, and to prepare materials accordingly, with the recommendation that November 1986 be considered.

BD-36/85. Role of the Board of Directors. It was further RESOLVED to refer to administration a study of the administrative structure, role and responsibilities, policy and relationships of the Board, its small group discussions, and the Executive Committee. The philosophy and strategy should be clearly outlined, indicating what matters should be dealt with by the Executive, and what should come through the Executive Committee to the Board. A report should be brought back to the Executive Committee in November.

It was further recommended that papers on all major policy items should be made available to all Board members rather than those of particular small groups only. Also that it may be helpful to have proposed resolutions presented for adoption or amendment.

BD-37/85. Report of Workers' Conference. The elected representative to the Board from the 1984 Workers' Conference, Mr. Adrian Slater, reported on the week of fellowship and sharing held in May 1984 at Budhanilkantha School for UMN personnel. A large number of adults and children shared in this, and a brief outline was reported on the studies given by the guest speakers, Rev. Vinay Samuel and Rev. Chris Sugden, on the subject of "transformation," with a strong Biblical basis. Some projects have been able to apply the principles learned to their work, but it is recognised that much more discussion and action is needed to bridge the gap between the ideal and its application.

BD-38/85. Report on renewal of General Agreement The Executive Director reported on the progress made concerning the renewal of the General Agreement, which expires in May 1985. Strong encouragement has been received to trust that this will be approved and a new agreement signed in the very near future.

BD-39/85. European Consultation, May/June, 1985. The Executive Director outlined his planned visits to the offices of almost all the European member bodies in the next couple of months. The Board affirmed that this should be of real value to UMN administration and to the member bodies, while expressing concern at the very heavy schedule of visits planned.

BD-40/85. Publicity materials. The Information Officer brought to the attention of the Board several new publicity items which have been produced during the last year, including the booklet "Introducing Nepal" which is a response to the request of the Board in BD-7/84, b.

BD-41/85. Power of Attorney. It was RESOLVED that the Executive Director and the Treasurer hold the Power of Attorney in order to defend or sue, as the case may be, on behalf of the United Mission to Nepal.

BD-42/85. Tribute to Dr. Cecil Pedley and Dr. Elizabeth Miller.

a) Dr. Cecil Pedley. The UMN records the passing of Dr. Cecil Pedley in February 1985 in England. Dr. and Mrs. Pedley, after spending many years in India under the Leprosy Mission, came to work in Nepal, seconded to the UMN. Dr. Pedley established the leprosy work at Anandaban in 1958-60, and then worked in Tansen from 1961-1973. His contribution was not only in concerned treatment for

patients, but also in research, in which he made valuable contributions, some of which were proclaimed worldwide.

Because of his deep and continuous interest in UMN and Nepal, we have lost a long and truly supportive friend. We thank God for the life and ministry of Cecil Pedley, and commend to God's care his wife, daughter Rosalind (who with her husband also served several years in Tansen), and other members of the family.

b) Dr. Elizabeth Miller. Word was received of the passing of Dr. Elizabeth Miller in U.S.A. in November 1983. Dr. Elizabeth, accompanied by her husband, Dr. Edgar Miller came to Nepal in 1956. Although near normal retirement age, these friends came to a pioneering situation in Shanta Bhawan Hospital.

Dr. Elizabeth made many contributions as a gynaecologist, but her heart was moved towards the village people of Kathmandu Valley as a member of the District Clinic, an outreach of SBH. Her name and ministry will be long remembered in many villages of the Valley. We wish to assure Dr. Edgar of our prayers that God's comfort and peace will support and strengthen him in his bereavement.

BD-43/85. Nominating Committee. A Nominating Committee had been appointed as follows: Mr. Paul Myers (Coordinator), Mr. Billy Johansson, Mr. Richard Clark, Dr. Alan Cole, Miss Janette Cowan. On receiving the recommendations of this Committee, the new Executive and Finance Committees were elected.

BD-44/85. Executive and Finance Committees. It was RESOLVED to appoint the following members of these two committees, to serve for the period from this meeting until the next meeting of the Board:

a) Executive Committee:

President.	Rev. Neil McVicar
Vice President:	Bishop John Ghose
Other members:	Miss Janette Cowan Rev. Newton Thurber Dr. Alan Cole Mr. Kentaro Shiozuki Mr. Jorgen Pedersen Rev. Ingemar Berndtson Miss Else Furthmuller

b) Finance Committee:

Chairman of Finance Committee:	Mr. Jorgen Pedersen
Chairman of the Board:	Rev. Neil McVicar
Other member:	Mr. Kentaro Shiozuki

BD-45/85. Appreciation.

a) A special vote of gratitude was expressed to Rev. Paul Kniss for his chairmanship of this meeting, and for his leadership as President of the UMN during the past two years. The special effort he has made to visit almost all projects of the mission and to become personally acquainted with the work was particularly commended.

b) Warm appreciation was also expressed to the Executive Director and administration for the work in preparation of materials and arrangements of the Board meeting, and its small groups; also for the input of all UMN and Nepali colleagues to the discussions of these groups, and the leadership of the Chairmen of the groups;

c) This was further extended to UMN workers across Nepal for their dedicated and often sacrificial service in implementing the policies of the Board.

BD-46/85. Date of next meetings. The dates for the coming meetings were set as follows:

Finance Committee: November 25, 1985.
Executive Committee: November 27-28, 1985.

Finance Committee: April 11, 1986
Executive Committee: April 13-14, 1986.

Further meetings: To be arranged later.

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

Minutes of the

UMN EXECUTIVE COMMITTEE MEETING

held in Kathmandu. 14-15 April, 1985

The Executive Committee met for two days at UMN Headquarters. Each morning opened with devotions, led by Bishop John Ghose and Rev. Newton Thurber respectively. The first session was also preceded by the official opening of the Bishwas Niketan offices, conducted by Bishop Ghose.

Roll Call. Members were present, except as indicated:

President:	Rev. Paul Kniss
Vice President:	Miss Janet Cowan
Other members:	Miss Pauline Brown (absent) Rev. Ingemar Berndtson Dr. Alan Cole Bishop John Ghose Rev. Neil McVicar Mr. Jorgen Pedersen Mr. Kentaro Shiozuki Rev. Newton Thurber
Ex-officio:	Mr. Howard Barclay, Executive Director Mr. Erling Wennemyr, Treasurer Miss Jeanette Hyland, Health Services Secretary Mr. Richard Clark, Education Secretary Mr. Al Schlorholtz, Economic Development Secretary Mr. Richard Cameron, EB Representative Mr. Pat Fulks, HSB Representative Mr. Andrew Bulmer, EDB Representative

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

EC(1)-1/85. Confirmation of Minutes. The Minutes of the meeting held on 2-3 December, 1984 were accepted and approved as correct.

It was noted that these minutes included the approval of the Community Forestry program plan and budget contained in the Forestry Task Report, indicating provisional acceptance of the Report.

EC(1)-2/85. Correspondence vote. The following actions are recorded as having been approved by correspondence vote since the last meeting of the Executive Committee:

- a) Herbert Campbell and Kirstin Kirkhoff, doctor, offered by PG, USA. It was RESOLVED to accept Herbert Campbell and Kirstin Kirkhoff for service with the UMN, with thanks to God and to their sending mission.
- b) Representatives to the Board from the Christian Community. It was agreed to appoint Pastor Robert Karthak and Mr. Adon Rongong as the two representatives to the Board meeting in April, 1985. (See BD-64/85)

EC(1)-3/85. Executive Director's Overview. The Executive Director gave an overview of many of the main events and factors affecting the situation in Nepal and the UMN, which was greatly appreciated.

Arising out of this overview there was discussion about the need for management personnel in many areas across the mission, and note was made of the appointment of two personnel to give specialised input into training, etc. during the coming year.

PLANS AND BUDGETS FOR 1985/86.

EC(1)-4/85. Plans and Budgets. The plans for each of the projects of the mission were presented, and all major points reviewed. It was noted that the Finance Committee had recommended acceptance of the amended budgets, and amendments are received in the plans for Headquarters and Health Services Board, general.

It was RESOLVED to accept and approve the Plans and Budgets for 1985/86 in amended form, for the following projects:

a) Administration:

Appendix 1 - Treasurer's consolidated budgets
Appendix 2 - Headquarters Project

b) Education Board:

Appendix 3 - Education Board, general
Appendix 4 - Seconded Teachers
Appendix 5 - Pokhara Education Project
Appendix 6 - Jumla Project
Appendix 7 - Language and Orientation Program
Appendix 8 - Training and Scholarship Program
Appendix 9 - Student Financial Assistance Program
Appendix 10 - Education Service Office
Appendix 11 - Children's Hostel
Appendix 12 - Business and Secretarial School

c) Economic Development Board:

Appendix 13 - Economic Development Board, general
Appendix 14 - EDB Service Office
Appendix 15 - Development and Consulting Services
Appendix 16 - Industrial Development PMC
Appendix 17 - Rural Development Centre, Pokhara
Appendix 18 - Andhikhola Project
Appendix 19 - Surkhet Project

d) Health Services Board:

Appendix 20 - Health Services Board, general
Appendix 21 - Health Services Offices and Lahan
Appendix 22 - Palpa Project
Appendix 23 - Gorkha Project
Appendix 24 - Okhaldhunga Project
Appendix 25 - Lalitpur Community Primary Health Care Program
Appendix 26 - Lalitpur Community Development Assistance Program
Appendix 27 - Nurse Campus, UNN Program
Appendix 28 - Patan Hospital

e) Personnel Posts

Appendix 29 - Consolidated list.

EC(1)-5/85. Language study for UMN workers. Of the several matters discussed in more detail arising out of the budgets, it was RESOLVED to minute the Committee's concern that the policy for ongoing language study for UMN workers following the initial five month course be implemented. Member bodies are urged to follow this up with reference to their own workers, and encourage them to do this, and refresher courses at the beginning of the second term, to assist UMN administration in the carrying out of the policy.

OTHER FINANCIAL MATTERS

EC(1)-6/85. Finance Committee Minutes. The draft Minutes of the Finance Committee held on 13th April, 1985 were noted and approved, and the actions confirmed. Particular attention was paid to the following major topics, and decisions taken accordingly.

EC(1)-7/85. Provident Fund Statement. The Statement of the Provident Fund for the year 1984 was received with the Auditor's report, and approved.

EC(1)-8/85. Supplementary budgets for 1984/85. It was RESOLVED to approve the following:

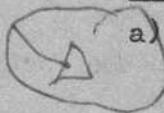
GAMV, Pokhara, School bus	Rs.350,000.
GAMV, Pokhara, Health Centre (matching grant)	200,000.
Nurse Campus, additional 3 ropanis of land	1,350,000.
Nurse Campus, additional for renovations, etc.	700,000.

It was noted that the property for the Nurse Campus, UMN Program will probably be purchased in the name of the Institute of Medicine, Tribhuvan University.

EC(1)-9/85. Purchase of Headquarters Property, Asha Niketan. It was RESOLVED that the Executive Committee recommend to the Board approval of negotiations with Himal Hydro to seek the purchase, at an appropriate price, of the Asha Niketan for use in providing facilities to enable greater coordination of the Headquarters function of the UMN.

In authorising these developments, the Executive Committee reaffirms its commitment to decentralised planning and management, and to the policy of Nepalisation of its development programs and projects. In seeking these facilities, the Executive Committee also reaffirms that the UMN does not seek large appropriation of properties.

EC(1)-10/85. New/extended programs.



- CPHC/P/CDAP, Lalitpur. It was RESOLVED to authorise and encourage negotiations for the amalgamation of these two projects as detailed in FC(1)-6/85, b.
- Palpa CHP. It was RESOLVED to approve the new budget for the extended program for 1986-89.

EC(1)-11/85. Per Capita Grant Policy. It was RESOLVED to accept and recommend to the Board the Per Capita Grant policy as outlined in FC(1)-8/85, for final approval.

Further to recommend that the per capita grant for 1985/86 be continued at the rate of \$800. per person.

PERSONNEL MATTERS

EC(1)-12/85. New Board Appointees who have arrived since the last meeting.
(for information)

Marie Auld	Ruth Lee
Alie Bulten	Marie-Luise Ley
Reiny de Wit	Tim and Joy Linton
Barbara Fargher	Brian Little
Susan Friesen	Tom & Elizabeth Moncrieff
Carolyn Gallagher	Ruth Powys
Graeme Gugeri	Olivia Rountree
Gene & Terry Howard	Taeko Takatsu
Uli & Sue Kohler	Aino Tuppurainen
Wim & Margreet Korstanje	

EC(1)-13/85. New Board Appointees expected (already accepted, for information)

Paul & Sue Collier	Tim Lehane
Lynne Davies	Russ & Marge Liechty
Nancy Eimer	Hieke Ludwig
Michael & Helen Francis	Cordula Rau
Dorothy Gale	Michael & Valerie Roake
Christine Hease	Klas & Maria Ulenius
Stuart & Janet Kidd	

EC(1)-14/85. Board Appointees returned from furlough since last meeting.
(for information)

Ken & Gwyneth Brookes	Alan & Jane Iles
David & Rosemary Cooke	Robert & Lena Jonzon
Ray & Karen Cross	Susie Merry
Peder & Ulla Ericsson	Geoff & Aileen Pike
Randy Friesen	Ryohei Takatsu
Norman & Maija Holbrook	Niekie Waaning

EC(1)-15/85. Board Appointees expected back from furlough before the next meeting (for information)

Ken & Jill Anderson	Seija Hjelt
Stu & Susan Clark	Kirsti Kirjavainen
Val Collett	Marketta Lehti
Paul & Julie Curtis	Delos & Hazel McCauley
Joop & Janna de Zwaan	Tjerk & Corrie Nap
Trevor & Janet Durston	Anja Patila
Marlene Evans	Tanja Storm
Ennie Hokkanen	Tomoe Tawara
	Markku & Ritta-Leena Voutilainen

EC(1)-16/85. Board Appointees who have left since the last meeting (for inform.)

Ken & Jill Anderson	Seija Hjelt
Martin & Inge Anhorn	Alex & Myrena Hercken
Joyce Baldwin	Satoshi & Masako Mori
Valerie Collett	Tjerk & Corrie Nap
Joop & Janna de Zwaan	Steve Normanton
Trevor & Janet Durston	Jim & Elsie Pettibone
Hanne Egner	Marian Smith (DA)
Marlene Evans	Jenny Sutton
Gene & Grace Fox (med. emergency)	Tomoe Tawara
Marq & Marlene Gorton	Dave & Lois Williams
Rigmore Hildershavn	

EC(1)-17/85. Board Appointees who have changed their member body.

Maija Holbrook, from FMS to UCC.

EC(1)-18/85. Board Appointees who have resigned. It was RESOLVED to accept with regret resignations from the following:

Neil and Robbie Anderson, Business Manager, UCC
Gudrun Bonnedal, Information Office, OM
Trevor and Stella King, Business worker, BMS.

EC(1)-19/85. Board Appointee retirement. It was RESOLVED to thank Joy Carter for her service with the UMN.

EC(1)-20/85. Board Appointees leaving indefinitely: The following UMN workers will soon be terminating service with the UMN without definite plans to return in the foreseeable future. It was RESOLVED to thank them for their service in the Mission, and to encourage them to re-apply if and when they are able to return to Nepal:

Ad and Karin Breedveld, teacher, BMMF Int.
Robert Bruce, forester, C.of S.
Cliff and Chris Eaton, architect, BMS.
Adrian and Justine Slater, engineer, TF
Tore and Ragnhild Skeie, engineer, NHAM
Sze Kiat and Kuan Thai Tang, engineer, BMF Int.
John and Lynn Williamson, engineer, MCC.

EC(1)-21/85. Board Appointees leaving on furlough. The following persons will be leaving on furlough, and plan to return to Nepal within the next two years or less. It was RESOLVED to thank them for their service with the UMN, and to welcome their return to Nepal at the end of furlough:

Jean Baird, teacher, BMMF Int.
Kerry Brown, nurse, BMMF Int.
Margaret Cranston, teacher, CMS, UK.
Richard and Heather Cameron, teacher, BMS
Valerie Collett, nurse, BMMF Int.
Steve and Gail Erickson, health educator, HCC
Richard and Vivienne Fletcher, engineer, MC, UK
Gene and Jane Glassman, information officer, PC, USA
Raija Hannila, secretary, FCF
Kathy Horton, non-formal educator, WMPL
Helen Huston, doctor, UCC
Ruth Judd, nurse, CMSA
Ed and Annie Kramer, engineer, BMMF Int.
Lionel and Alison Mackay, engineer, RBMU
Mirjam Bergh, nurse, OM
Ann Matthias, social worker, BMS
Mel and Betty Meyer, doctor, UMC
Wendy Moore, nurse, CMSA
Asbjorn and Anne-Theresa Ness, teacher, NHAM
Rut Peterson, nurse, OM
David and Miriam Ramse, agriculturalist, LCA
Ray and Barbara Reeves, maintenance supvr., PCI
Silvia Scholz, doctor, CSO
Birgitta Sharma, nurse, OM
Neil and Clarice Solvik, pharmacist, LCA
Graham and Sue Toohill, doctor, BMMF Int.
Marjatta Tolvanen, food technologist, FEIM
Nora Vickers, counsellor, RBMU
Diane Williams, social worker, YWAM
Glenys Walker, teacher, BMS
Betty Young, secretary, RBMU

EC(1)-22/85. Jim and Karen Allen, agricultural engineer, offered by BMF Int. It was RESOLVED to accept Jim and Karen Allen for service with the UMN, with thanks to God and to their sending mission.

EC(1)-23/85. Wendy Beesley, teacher, offered by RBMU. It was RESOLVED to accept Wendy Beesley for service with the UMN, with thanks to God and to her sending mission.

EC(1)-24/85. Bent and Kirsten Bondergaard, teacher/hostel parents, offered by DSM. It was RESOLVED to accept Bent and Kirsten Bondergaard for service with the UMN, pending clearance of medical reports, with thanks to God and to their sending mission.

EC(1)-25/85. Doug and Maggie Curry, community motivator, offered by BMF Int. It was RESOLVED to accept Doug and Maggie Curry for service in the UMN, pending clearance of medical reports, with thanks to God and to their sending mission.

EC(1)-26/85. Roydon Chesswas, food technologist, offered by BMF Int. It was RESOLVED to accept Roydon Chesswas for service with the UMN, pending medical clearance, with thanks to God and to his sending mission.

EC(1)-27/85. P.V. and Annie Chandy, teacher, offered by UCC. It was RESOLVED to accept P.V. and Annie Chandy for service in the UMN, with thanks to God and to their sending mission.

EC(1)-28 85. Stephen and Elizabeth Cox, dentist, offered by BMF Int. It was RESOLVED to accept Stephen and Elizabeth Cox for service in the UMN, pending clearance of medical reports, with thanks to God and to their sending mission.

EC(1)-29/85. Katie Dick, teacher, offered by C.of S. It was RESOLVED to accept Katie Dick for service with the UMN, with thanks to God and to her sending mission.

EC(1)-30/85. Hilary Green, teacher, offered by CMS, UK. It was RESOLVED to accept Hilary Green for service in the UMN with thanks to God and to her sending mission.

EC(1)-31/85. Sabina Hausler, forester, offered by GM. It was RESOLVED to accept Sabina Hausler for service with the UMN, with thanks to God and to her sending mission.

EC(1)-32/85. Jostein and Martha Holm, business manager, offered by NHAH. It was RESOLVED to accept Jostein and Martha Holm for service again in the UMN, with thanks to God and to their sending mission.

EC(1)-33/85. Heather Hunt, hostess, offered by BMF Int. It was RESOLVED to accept Heather Hunt for service in the UMN, pending clearance of medical reports, with thanks to God and to her sending mission.

EC(1)-34/85. Elly Jensen, nurse, offered by DSM. It was RESOLVED to accept Elly Jensen for service in the UMN, with thanks to God and to her sending mission.

EC(1)-35/85. Arthur and Hilary Jones, teacher, offered by BMF Int. It was RESOLVED to accept Arthur and Hilary Jones for service in the UMN, pending clearance of medical reports, with thanks to God and to their sending mission.

EC(1)-36/85. Mark and Darlene Keller, teacher offered by MEL. It was RESOLVED to accept Mark and Darlene Keller for service in the UMN, with thanks to God and to their sending mission.

EC(1)-37/85. Vuokko Konola, dentist, offered by FELM. It was RESOLVED to accept Vuokko Konola for service in the UMN, with thanks to God and to her sending mission.

EC(1)-38/85. Ilona Lepola, nurse, offered by FELM. It was RESOLVED to accept Ilona Lepola for service in the UMN, with thanks to God and to her sending mission.

EC(1)-39/85. Stephen and Margot Longley, computer programmer, offered by IBM. It was RESOLVED to accept Stephen and Margot Longley for service in the UMN, pending medical clearance, with thanks to God and to their sending mission.

EC(1)-40/85. Maureen Maybin, teacher, offered by BMMF Int. It was RESOLVED to accept Maureen Maybin for service in the UMN, pending medical clearance, with thanks to God and to her sending mission.

EC(1)-41/85. Gordon McConkey, administrator, offered by UCC. It was RESOLVED to accept Gordon McConkey for service in the UMN, with thanks to God and to his sending mission.

EC(1)-42/85. Gillian Norval, agriculturalist, offered by BMMF Int. It was RESOLVED to accept Gillian Norval for service in the UMN, pending medical clearance, with thanks to God and to her sending mission.

EC(1)-43/85. Jens Olesen, engineer, offered by DSM. It was RESOLVED to accept Jens Olesen for service in the UMN, pending medical clearance, with thanks to God and to his sending mission.

EC(1)-44/85. Peter and Maureen Price, administrator, offered by BMMF Int. It was RESOLVED to accept Peter and Maureen Price for service in the UMN, pending medical clearance, with thanks to God and to their sending mission.

EC(1)-45/85. Aart and Ineke Stolk, electrician/maintenance, offered by BMMF Int. It was RESOLVED to accept Aart and Ineke Stolk for service in the UMN, with thanks to God and to their sending mission.

EC(1)-46/85. Shwu Eng Tan, secretary, offered by BMMF Int. It was RESOLVED to accept Shwu Eng Tan for service in the UMN with thanks to God and to her sending mission.

EC(1)-47/85. Willem and Mieke van Dis, agriculturalist, offered by BMMF. It was RESOLVED to accept Willem and Mieke van Dis for service in the UMN, pending medical clearance, with thanks to God and to their sending mission.

EC(1)-48/85. Stan and Dorinda Visness, agricultural engineer, offered by WMPL. It was RESOLVED to accept Stan and Dorinda Visness for service in the UMN, with thanks to God and to their sending mission.

EC(1)-49/85. Appointments to Functional Boards. It was RESOLVED that the following persons be appointed as the Executive Committee appointees to the Functional Board for the year 1985/86:

Health Services Board: Dr. Bill Hawes, Dr. Parsai.

Economic Development Board: Dr. Bill Hawes, Mr. Muni Sakya.

Education Board: Fr. Jim Dressman, Mr. George John.

MINUTES OF FUNCTIONAL BOARDS, ETC.

EC(1)-50/85. Minutes of meetings. The Minutes of meetings of the three Functional Boards, the Integrated Development Committee and the Coordinating Committee were received. Some major issues were discussed elsewhere on the agenda, and others noted from the Minutes.

OTHER MATTERS

EC(1)-51/85. Madhubasa Reports. Ref. EC(2)-5/84, b. An illustrated account of the work in Madhubasa was received from Andrew Bulmer, and the report that a further account would be compiled from taped interviews with the village leaders.

It was RESOLVED that the latter report should be made widely available to other villages in Nepal, and that the illustrated report be duplicated and made available as deemed most appropriate by UMN administration.

EC(1)-52/85. Language School Ownership. It was noted that the Language School had been handed over to Nepali ownership as previously authorised, effective from mid-January 1985, and that the new company is known as Language Activities and Research Centre, Pvt. Ltd.

EC(1)-53/85. Mental Health Program. Ref. EC(2)-59/84. The report of the HSB that the problem of expatriate drug addicts could not be handled by UMN was accepted with understanding. Concern was further expressed for religious seekers, and this matter should be discussed with Dilaram.

EC(1)-54/85. Computer Program. A few machines have been procured, and expert workers are now awaited to lead and develop this program.

EC(1)-55/85. Board and Executive Committee Minutes Books. It was agreed to refer this matter to the Board's administration group for decision on the circulation of Minutes, Reports and Financial Statements.

EC(1)-56/85. UMN structures. The Executive Director reported that several matters are under serious review at the present time, including:

- Headquarters project structure and scope of work;
- Functional Board, PMCs, and the possibility of area administration;
- Project administration, and the possible need for Project Directors;
- Policy direction for rural development work and its place in UMN administrative structures.

A further report is anticipated at the November Executive Committee meeting.

EC(1)-57/85. Election of President of UMN. Further to EC(2)-52/84, it was noted that the following recommendation had been circulated to the Board members for action at the April 1985 meeting: Bye-law II, new para D:

"The member body providing the President will be permitted to send a second delegate to the ensuing Board Meeting, who will have voice and vote. This privilege is not extended to the member body providing the Vice President, except in the event that it is known that the President cannot attend the Board meeting and there is time to arrange for a second delegate."

It was RESOLVED to recommend this to the Board for approval.

EC(1)-58/85. Observers at the Board meeting. Further to EC(2)-52/84, it was noted that the following recommendation had been circulated to the Board members for action at the April 1985 meeting: Bye-law II, new para E:

"Observers at the Board meeting will normally include -

- a) Executive members attending the Executive Committee meeting prior to the Board, but not appointed to the Board.
- b) New delegates to be appointed the following year (as in B above).
- c) Officials of member bodies in addition to the one voting member.
- d) Representatives of other groups sending personnel to the UMN, outside the member bodies."

It was RESOLVED to recommend this to the Board for approval, with the following further amendments:

- i) Addition of section e) - recommending by the Coordinating Committee - e) Only one observer may attend from any one member body."
- ii) Addition of the following words to section d) - "Representatives of Christian agencies contributing regularly to the financial needs of the UMN."

In doing so, it was noted that the Coordinating Committee had not proposed this amendment, but recommended that the opening sentence read:

"Observers at the Board meeting will normally only include: ."

EC(1)-59/85. Offers of service - Medical Reports. It was RESOLVED to approve the policy that no offers of service be brought to the Executive Committee for acceptance in future unless the medical reports have been cleared by the UMN.

EC(1)-60/85. Re-assignment from situations of stress. This matter was discussed and is referred to the administration group of the Board for recommendation, keeping in mind the need to strengthen the authority of the Executive Director with reference to the Bye-law VII, C, 12.

EC(1)-61/85. Annual study time. It was RESOLVED to approve that one week of work time annually, non-accumulative, be available as a privilege for professional study, as approved by the Functional Secretary, and with the recommendation of the Project Director. UMN workers taking advantage of this study time are expected to report back to the Functional Secretary and Project Director on what has been accomplished during the week of study. This week is not regarded as leave, but worktime.

EC(1)-62/85. Leave for workers in Butwal. It was RESOLVED to approve that because the Board Appointees in Butwal work 44 hours per week, eleven half days extra leave per year be granted to Board Appointees assigned to Butwal on the following conditions:

- a) Each half day is to be systematically approved and recorded by whoever is normally responsible for giving approval of holidays;
- b) These half days cannot be accumulated together to form whole days or groups of days. A maximum of one half day can be taken in any one week.

EC(1)-63/85. Rent allowances for children over 19. It was RESOLVED to affirm the present policy that rent allowances be granted for children of Board Appointees up to the 19th birthday only.

EC(1)-64/85. Representatives to the Board from Christian community. As Pastor Robert Karthak is unable to accept this appointment (EC(1)-2/85, b), it was RESOLVED to appoint Mr. Loknath Manaen in his place.

EC(1)-65/85. Executive Committee materials. The problem of Executive Committee members having adequate time to read the papers supporting the agenda before the time of the meeting. UMN administration is asked to propose a solution to this matter.

EC(1)-66/85. Closed session for voting members. The voting members met for a closed session on the second day, and invited the Executive Director to a part of this discussion.

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

Minutes of the

UMN FINANCE COMMITTEE

held in Kathmandu, 12th April 1985

The Committee met for most of one day at UMN Headquarters, Thapathali. The meeting was opened with devotions led by Rev. Neil McVicar.

Roll Call. All members were present, as follows:

Chairman of Finance Committee:	Rev. Neil McVicar
Chairman of the Board:	Rev. Paul Kniss
Other member:	Mr. Jorgen Pedersen
Ex-officio:	Executive Director - Mr. Howard Barclay Treasurer - Mr. Erling Wennemyr Education Secretary - Mr. Richard Clark Health Services Secretary - Miss Jeanette Hyland Economic Development Secretary - Mr. Al Schlorholtz

Agenda. The agenda was adopted as presented by the Treasurer.

FC(1)-1/85. Confirmation of Minutes. The Minutes of the meeting held on 30th November, 1984 were accepted and confirmed as correct.

FC(1)-2/85. Budgets for the year 1985/86. The consolidated budget for the whole Mission was noted carefully, and important changes in the project budgets. Two major increases in figures were explained:

- Tansen Hospital deficit is considerably higher because fewer patients can be treated while the building program is in progress, which means a reduction in local income;
- Andhikhola Project, AHREP program budget figure is the total amount for the whole program, and not just for three years as is normally shown.

It was RESOLVED to recommend to the Executive Committee acceptance and approval of these budgets for the coming year, with the confidence that funds will be available to meet them.

FC(1)-3/85. Provident Fund Statement. The Provident Fund Statement for the year 1984 and the auditor's report, were noted and approved to be forwarded to the Executive Committee for approval.

FC(1)-4/85. Supplementary budgets for the year 1984/85.

It was RESOLVED to recommend approval of the following supplementary budgets for the current year (noting that Coordinating Committee has approved many other minor items also):

GAMV Pokhara, School bus	Rs.350,000.
GAMV Pokhara, Health Centre (matching grant)	200,000.
Nurse Campus, additional 3 ropanis of land	1,350,000.
Nurse Campus, additional for renovation	700,000.

FC(1)-5/85. Amendments to current Program Budgets. It was RESOLVED to recommend approval of the following extensions and increases, and other amendments to Program Budgets:

- a) EDBSO, Promotion of Apprenticeship Training. The program is prolonged to December 1986, and the budget increased by Rs.212,000 to a total of Rs.562,000.

- b) DCS, Rural Electrification Program. The program is extended to mid-1987, and the budget increased by Rs.150,000 to a total of Rs.742,000.
- c) DCS, Rural Equipment Development Program. The program is extended to mid-1987, and the budget increased by Rs.375,600 to a total of Rs.983,600.
- d) Gobar Gas Drum Replacement Program. The program will be completed at the end of 1985, and the budget is increased by Rs.156,000. to a total of Rs.519,000.
- e) Galvanising Program. This program will soon be completed, and the budget has been increased by Rs.748,000. to a total of Rs.1,628,000.
- f) RDC, Animal Health Improvement Program. The program is extended to mid-1986, and the budget increased by Rs.346,000. to a total of Rs.1,127,000.
- g) RDC, Horticulture/Agronomy Program. The program is extended to mid-1986, and the budget increased by Rs.192,000 to a total of Rs.646,800.
- h) Andhikhola Project.
 - AHREP, The budget is increased by Rs.13,362,000. to a total of Rs.52,500,000. for the whole period of the program.
 - Agriculture program: The budget is increased by Rs.31,500. to a total of Rs.286,200.
 - Cooperative Society Aid: The budget is increased by Rs.25,000. to a total of Rs.234,000.
 - Forest, Soil and Conservation program: The budget is increased by Rs.18,000. to a total of Rs.189,000.
 - Non-Formal Education program: The budget is increased by Rs. 11,000. to a total of Rs.101,000.
 - Project Administration: The budget is increased by Rs.146,300. to a total of Rs.328,500.
- i) CPHCP, Lalitpur. The program is extended to mid-1986, and the budget increased by Rs.4,127,800. to a total of Rs.10,193,200.
- j) Palpa CHP. The program is reduced by one year (at the donor's request) and will end in mid-1986. The budget is reduced by Rs.3,390,375. to a total of Rs.3,458,600. (Ref. also FC(1)-6/85, a).
- k) Jumla Project. The project is extended to 1990, and the budget is increased by Rs.5,798,326. to a total of Rs.24,066,326.

FC(1)-6/85. New Program Budgets. It was RESOLVED to recommend the following:

- a) Palpa CHP. Program Budget for the period 1986-89; Rs.7,410,800.
- b) CPHCP and CDAP, Lalitpur. In view of the decentralisation program of HMG, which will transfer responsibility for all development programs in any one area to the local District Panchayat, it is proposed to amalgamate CPHCP and CDAP. These were originally one program, and were divided some years ago to fit into the then government structures.

It is recommended that Executive Committee approve this amalgamation, and a provisional 3 year Budget of Rs.20,000,000. with the authority to begin seeking funds. The detailed budget will be presented in November 1985 to the Finance and Executive Committees.

FC(1)-7/85. Per Capita Grant, 1985/86. It was RESOLVED to recommend to the Board that the per capita grant be held at the present level of \$800. per person for the coming year.

FC(1)-8/85. Per Capita Grant Policy. The background history, method of calculation, etc. of the per capita grants was noted, and it was resolved to forward the following statement to the Executive Committee and Board for affirmation:

- a) The constitution provision that all member bodies are asked to pay an annual per capita grant for their workers is noted again.
- b) The amount of the per capita grant is set by the Board annually.
- c) The money is used to cover recurring and capital general administrative costs of the UMN, as per an approved budget.
- d) The per capita grant system is a method of calculating the amount requested from each member body; however, the money is given to the administrative fund as in c) above, and is not linked directly to the Board Appointee worker.
- e) Member bodies are requested to pay the per capita grant to cover the full period of furlough for workers who are away for up to six months. For workers who are away for longer than six months, member bodies are requested to pay the grant for at least six months of this period.
- f) Short-term workers who are in Nepal for less than one year should pay the grant on a monthly pro-rata basis.
- g) The above guidelines also apply to Board Appointees sent by agencies other than member bodies, and all Direct Appointees (including students), whether the grant is paid by a sending agency or personally. (See BD-13/85.)

FC(1)-9/85. Guarantee for UMN-related companies. (Amendment to FC(1)-11/84.) It was RESOLVED to authorise guarantees for maximum of Rs.2,000,000. of performance bonds and guarantees for contract advances for companies which are related to UMN, with a limit of Rs.1,000,000. for any one company.

FC(1)-10/85. Disposal of BPT Dividend. It was RESOLVED that the dividend, amounting to Rs.47,460., declared by the Butwal Plywood Factory be used to supplement the budget for the Butwal Wood Industries dust ext-ractor; and that any balance left over be used to reimburse BPT for the training expenses of Mr. K. P. Choudhary.

FC(1)-11/85. Funding Structure of UMN. It was RESOLVED that the present system of centralising funding the system of UMN in the Treasurer's office be continued on a permanent basis.

FC(1)-12/85. Audit Reports. It was RESOLVED:

- a) To accept with gratitude the audit reports on the various projects, and the minutes of the Audit Committee;
- b) To note the Auditor's comments on the Okhaldhunga statements, and arrangements made;
- c) To note that the Audit Report on Lalitpur CDAP is on an amended statement, which is included as Appendix 32, nullifying the statement given in Appendix 33 to the December 1984 Minutes;

- d) To note two actions of the Audit Committee on the recommendation of the Auditor-
 - i) That request forms sent to HQ for cheques to be issued will require two signatures in future;
 - ii) That more concern must be given by the projects to valuing stock at the end of each year.

FC(1)-13/85. Purchase of Asha Niketan, HQ. It was reported that the Asha Niketan property could be purchased at this time; also that it has been confirmed that UMN cannot hold property because of government rulings, and that it is not possible to form a Property Holding Trust Company in Nepal.

It was RESOLVED to recommend to the Executive Committee that negotiations to purchase Asha Niketan through Himal Hydro be authorised, recognising that this appears to be a good investment and would greatly strengthen the establishment of UMN Headquarters, even though it is not the policy of UMN to involve itself widely in similar transactions.

FC(1)-14/85. Liquidity situation. The Treasurer reported that the present situation is good, with major funds held in US dollars and in Nepali rupees. Expert advice on the placement or transfer of large funds would be appreciated if available.

FC(1)-15/85. Matters reported for information. The Treasurer reported on several relevant matters of interest:

- a) Patan Hospital: Funding has been available for both UMN and HMG commitments to the budget.
- b) LARC: The agreement for the handover of the language school had been signed, with effect from mid-January 1985, and so far seems to be running satisfactorily.
- c) BTI and related companies: A report was received updating the information given in December. The licence for the new NHE company has been received.
- d) Patan Project. The building program of the hospital has been completed, and the provisional closing statement was noted.
- e) Financing of AKIDAP. The action of EDB-51/85 was noted, and the principal of giving the guarantee approved.
- f) Gobar Gas extension and promotion program. Amendments to the conditions presented at the December 1984 meeting were noted and approved.
- g) Bishwas Niketan and Nir Bhawan purchase. It was reported that the purchase of Bishwas Niketan by Himal Hydro has been completed. It is hoped that funding for Nir Bhawan may be promised soon.
- h) Case of dishonesty in HQ. A further report was given to that noted in FC(2)-18/84, c.

FC(1)-16/85. CCE Minutes. The minutes of executive actions taken by the Coordinating Committee since the last meeting of Finance Committee were noted. These were accepted and approved, and are appended for record.

COORDINATING COMMITTEE ACTIONS

1. BANK ACCOUNTS.

a) CCE-10/85. Bank accounts. It was RESOLVED to approve:

- i) Tansen bank account: That the Tansen UMN bank account No. 43 be operated by any two of the following authorised signatories, signing jointly: Project Director, CHP Director, Medical Director, Administrative Officer, Nursing Superintendent, and UMN Treasurer.
- ii) Jumla bank account: That the Jumla UMN bank account be operated by any two of the following authorised signatories, signing jointly: Project Director, Area Services Officer, Site Engineer, Business Manager, UMN Co-Principal, and UMN Treasurer.

b) CCE-14/85. Bank accounts. It was RESOLVED to approve the following:

- i) That the United Mission to Nepal account at Chase Manhattan, No. 949-1-092228, be operated by any two of the following signing jointly: Howard Barclay, Erling Wennemyr, Frances Swenson, Colin Law, Elizabeth Young, Anita Younkin.
- ii) That the United Mission to Nepal accounts held at the Nepal Bank Ltd., Kathmandu be operated by any two of the following, signing jointly: Howard Barclay, Erling Wennemyr, Elizabeth Young, Colin Law, Anita Younkin.
- iii) That the UMN account held at the Punjab National Bank, Nayagung, Kanpur, India, be operated by any two of the following, signing jointly: Erling Wennemyr, Kenneth Webster, Raghu Nath Sharma, Bhim Sen Thapa.

2. SUPPLEMENTARY BUDGETS FOR 1984/85

a) CCE-12/85. Supplementary Budgets for 1984/85. It was RESOLVED to approve the following supplementary budgets for 1984/85:

i) Gorkha Area Services:	Housing in Thalejung	8,000.
ii) Open House Clinic:	Examination table	3,200.
	Closed cupboard	3,500.
iii) HSO:	Office furniture	6,800.

b) CCE-23/85. Supplementary budgets, 1984/85. It was RESOLVED to approve the following:

i) HQ Project.	Bishwas Niketan renovation, maintenance and some furniture	40,000.
ii) Okhaldhunga Dispensary:	Metal stretcher, micropipettes, auto dropenser, battery and charger	9,850.
iii) Tansen Hospital:	Rewiring	25,000.
	Cash Registers	65,000.
	Microscope	52,000.
	X-ray parts	15,000.
iv) HSO:	Salaries	18,500.
	7 telephones	3,500.
	Computer disks	1,500.
v) Okhaldhunga Area Services:	Advance rent for two houses	38,400.

3. GRANTS FROM UNDESIGNATED FUNDS FOR 1984/85

a) CCE-3/85. Grants from Undesignated Fund. It was RESOLVED to approve the following grants to be made for approved budget items*

Butwal, Asha Craft -	Rs. 8,000.
HSOs, Computer -	44,561.

b) CCE-13/85. Grants from Undesignated Fund. It was RESOLVED to approve grants for the following approved items:

Open House Clinic: Examination table	3,200.
Closed cupboard	3,500.
HSO: Office furniture	6,800.

c) CCE-24/85. Grants from Undesignated Fund. It was RESOLVED to approve the following grant for approved budget items:

Okhaldhunga: Metal stretcher, micropipettes, auto dropenser, battery and charger	9,850.
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4. EMPLOYMENT AND SALARY MATTERS

a) CCE-4/85. Bond repayment by nurses. It was RESOLVED to approve the following policy:

1. All nurses beginning training in UMN Program should sign a bond to work for at least three years from the date of result publication, if offered UMN or Patan Hospital employment.
2. Nurses will be released from this bond if:
 - a) They are requested by TU IOM for employment by them immediately after graduation as teaching staff;
 - b) Having worked at least one year in UMN, they obtain TU IOM employment as teachers;
 - c) No UMN project can offer employment within six months of result publication;
 - d) In the event of no UMN project offering immediate employment, they obtain alternative employment as a nurse in Nepal.
3. The Nurse Campus should send a copy of the bond for each UMN employed nurse to the employing project and the nurse concerned. The project is to be responsible for any collection of money on behalf of the UMN Treasurer.

b) CCE-5/85. Employment Policy - Annual and Sick Leave. Annual and sick leave should be calculated according to the UMN financial year. Those projects/programs which still calculate for the year beginning 1st Magh should extend the current leave year for their employees by six months up to the end of Asadh 2042 (mid-July, 1985), adding half of the annual entitlement.

c) CCE-6/85. DCS and EDBSO Employment Rules. It was RESOLVED to approve the following policy:

Conflict of Interest: If an employee of DCS or an unseparated spouse, child, parent, brother or sister, uncle or aunt has an interest in a business in the form of share ownership, partnership or other forms of ownership, and where such business is a potential customer, supplier or competitor of DCS, that must be declared to the DCS Director.

Where such interests may constitute a conflict of interest, this must be brought to the attention of the DCS Planning and Management Committee, who will then decide whether a conflict exists, and, if so, what restrictions should be placed on the employee's work.

In cases of direct conflict of interests involving an employee or his/her spouse or minor child, the employee may be invited to tender his resignation or may be dismissed.

No employee of supervisory level or above may take on any additional employment unless permission is given by the DCS Planning and Management Committee.

d) CCE-7/85. Employment Policy, Allowances. Many revisions in the details of allowances were approved as recommended by the Personnel Policy Committee. These have been incorporated into a complete listing of allowances, as found in Appendix A to the CCE minutes.

e) CCE-18/85. Employment Policy: Calculation of Leave. It was RESOLVED that Section 10 of the Employment Policy dealing with Leave be amended as per Appendix B to these Minutes. The amendments reflect implementation of the decision that leave should be calculated in hours rather than days.

f) CCE-19/85. DCS Allowances. It was RESOLVED to approve the revised DCS Allowances as presented at EDB, with effect from 12th February 1985, applying only to DCS.

g) CCE-21/85. Salary scale, COL. It was agreed that this matter be referred to the PPC this year before being acted upon by the CC, on an experimental basis.

5. BOARD APPOINTEE MATTERS

a) CCE-2/85. Travel Expenses. It was RESOLVED to make the following change in the Duty Travel refund rates for motorcycles:

Local travel -	Rs. 1/- per km.
Long-distance travel -	.80 p per km.

b) CCE-16/85. Duty Travel Policy. It was RESOLVED to approve the following amendments to the Duty Travel Policy for Board Appointees (found as Appendix E to FC(2)-17/83, 6, c):

a) Section D, c to read -

Refunds within Nepal will be made as per the following for room and food:

- The worker will pay the first Rs.20/- NC per day;
- Up to a further Rs.80/- NC may be refunded by the UMN, per day;
- Amounts over that total figure of Rs.100/- NC per day will be paid by the worker, except in special circumstances as authorised by the Executive Director.

b) Section D, d, i) - amounts quoted are I.C.

c) Section D, d, ii) to read -

For food charges, up to the following refunds may be made:

- The worker will pay the first Rs.15/- I.C. per day;
- Up to a further Rs.65/- I.C. per day may be paid for food for journeys of over 24 hours;

- Amounts over that total figure of Rs.80/- I.C. per day will be paid by the worker, except in very special circumstances as authorised by the Executive Director.

d) Section E, b) - include also the further policy concerning freight allowance to Jumla as approved in FC(2)-19/84, 5, d.

c) CCE-22/85. Rent Allowances, Tansen. It was RESOLVED that the following new rent allowances for Tansen be approved as from 1 Shrawan (15 July 1985):

Single workers	Rs. 600/-	per month
Couple without children	1,100/-	" "
Couple with one child	1,250/-	" "
Couple with two or more children	1,350/-	" "

6. GENERAL MATTERS

a) CCE-1/85. Post for Computer Manager. It was RESOLVED to approve a post for a Computer Manager for the UMN, based at Headquarters.

b) CCE-9/85. Ram Kumar deficit. It was RESOLVED to debit "Accounts Receivable" with the sum of Rs.173,929.61, owed by Ram Kumar.

c) CCE-11/85. Guarantee or loan to BEW. It was RESOLVED that in the event that BEW is unable to secure necessary funding elsewhere, the UMN will guarantee or grant a loan totalling not more than Rs. 1,000,000 for the purpose of undertaking the Kumaon Area Irrigation Gates.

d) CCE-15/85. Policy on thefts and losses in cash. The following policy is approved concerning cash shortages/loss of cash while being handled by employees or by Board Appointees/Direct Appointees:

- a) It is expected that everyone handling cash will do so with maximum care to ensure that no discrepancy or loss occurs.
- b) Only employees who receive the cash handling allowance should handle cash. If a shortage/loss occurs through negligence, then the cash allowance, or salary if necessary, will be withheld until the shortage is made up.
- c) If a Board Appointee or Direct Appointee handles cash and a shortage/loss occurs through negligence, then that person is expected to make good the shortage/loss.
- d) If the shortage/loss comes about in circumstances in which it is deemed to have been through no negligence on the part of the employee, Board Appointee or Direct Appointee, then he or she will not be called upon to meet the shortage/loss.
- e) In cases where the Mission is to be asked to bear the shortage/loss, under d) above, the Treasurer is to be consulted. The Coordinating Committee may have cases brought before it to consider and give a final decision.

e) CCE-17/85. Consolidated Budget for 1985/86. It was RESOLVED to approve the Treasurer's consolidated budget for the coming year, and the amalgamated budgets for the whole Mission, and to forward them to the Finance Committee.

APPENDIX A TO FINANCE COMMITTEE MINUTES, April, 1985.

ALLOWANCES FOR UMN GENERAL

Effective from 1 Falgun 2041 (12 February 1985)

1. Village Allowance

This is to be paid to workers posted to work in villages outside the District Administrative Centre and outside each specific UMN Project/Programme headquarters.

- a) This Allowance will normally be 4%, calculated as a percentage of starting salary.
- b) For employees working in Lalitpur District there will be two specific village areas:
 - i) In between the Ring Road and Lele Khola the Allowance will be 2% of starting salary;
 - ii) between Khane Khola and the Bagmati River in the south the Allowance will be 8% of starting salary.
- c. All who work in villages will receive Village Allowance regardless of where their residence may be (see CCE-79/84).

2. Out of District Allowance

- a) Employees who live in the District where the Project/Programme is are locally employed, and do not receive the Out of District Allowance. Employees working in a Project/Programme who do not have their homes in the same District, have no land there, etc., should receive the Allowance.
In cases where it is difficult to define into which of these categories an employee falls, the Allowance may be given at the discretion of the Project/Programme.
- b) The Allowance is to be paid as a percentage of the starting salary (and not as increments) as below:

i) Palpa and Kaski Districts, and Lalitpur District from the Ring Road to Lele Khola.	6%
ii) Gorkha and Syangja Districts and Lalitpur District from Lele Khola to Khane Khola	10%
iii) Nawal Parasi District and Lalitpur District from Khane Khola to the Bagmati River in the south	12%
iv) Okhaldhunga, Surkhet and Jumla Districts	18%
- c) For the purpose of Out of District Allowance, 'Lalitpur District' is defined as all of Lalitpur District and the portions of Kathmandu and Bhaktapur Districts which lie within the rim of the Kathmandu Valley (see CCE-80/84).

3. Adjustment Allowance

This is to be paid for employees required to have qualifications in the following fields:

Agriculturalists	20% of starting salary
Foresters	20% of starting salary

The allowances will be reviewed annually.

4. Cash Responsibility Allowance

Over Rs. 2,000 per day	Rs. 60. per month
Up to Rs. 2,000 per day	Rs. 50. per month

5. In-charge Allowance

(Minimum 3 employees in the department, and where work done is not the normal responsibility for that particular post)

(This should not be given together with Acting Allowance)

6. Acting Allowance

Where somebody is acting for another employee in a higher level for a longer period of time, the acting employee will receive the difference between their present salary including increments and the starting salary of the employee relieved.

(This should not be given together with In-charge Allowance)

7. Uniform Allowance

To be given in cases where Project/Programme policy requires uniform to be worn:

Female nursing staff (including campus)	Rs. 100 per month
Other staff	Not above Rs. 65 per month - or uniform given.

8. On-call Allowance

Up to level 8 inclusive:	- if staying at home (staff quarters or otherwise)	Rs. 5 per month
	- if it is necessary to use on-call quarters	Rs. 8 per night

9. Duty travel within own Project/Programme

This may be refunded in one of two ways.. PMCs should decide which staff are to be refunded in each way:

Either

a) (i) Walking Allowance

If an employee must walk from the office to reach his location of work, an allowance will be paid for each kosh walked, except for the first two kosh of every round trip according to a distance chart held in the Project/Programme office.

Rs. 5 per kosh

and

a) (ii) Overnight Allowance

If an employee's work responsibilities involve an overnight stay away from their usual place of posting, and allowance per night will be paid in order to compensate for possible involvement in work, personal inconvenience, and the extra cost of food and lodging compared with home (this recognizes that food will often be provided free of charge). The rate per night will be:

Levels 1 and 2	Rs. 20
Level 3	Rs. 22
Levels 4 and 5	Rs. 24
Levels 6 and 7	Rs. 26
Levels 8 and above	Rs. 28

Or

b) Field Allowance

The Project/Programme Director should work out with each staff member affected an estimate of the kosh to be walked and the nights to be spent in the field. The Project/Programme Director will then set a fixed monthly Field Allowance for that employee, which will not change whether the employee does more or less walking than estimated, or spends more or fewer nights in the field.

10. Duty travel outside own Project/Programme

a) Travel

If available, public transport should be used. Within Nepal travel should normally be by bus, and within India by bus or 2nd class sleeper.

Please or 1st class rail travel will be refunded only when authorised in advance by the Project/Programme Director.

Expenses incurred will be reimbursed according to written claims, with tickets and receipts where possible. If a Project vehicle is used, the mileage cost will be billed direct to the Project/Programme.

b) Food and lodging for urban areas

i) Food Allowances (for trips of less than 24 hours)

(In Nepal N.C. and in India I.C.)

	<u>Breakfast</u>	<u>Lunch</u>	<u>Dinner</u>
Levels 1 - 6	4	12	12
Levels 7 - and above	5	15	15

(Food Allowance should not be given together with Daily Allowance)

ii) Daily Allowance (for trips of 24 hours or more)

	<u>In Nepal, Rs. N.C.</u>	<u>In India, Rs. I.C.</u>
Levels 1 - 6		35
Levels 7 and above		40

(Daily Allowance should not be given together with Food Allowance.)

iii) Hotel Allowances

<u>Level</u>	<u>In Nepal, Rs. N.C.</u>			<u>In India, N.C.</u>		
	<u>A Class</u>	<u>B Class</u>	<u>C Class</u>	<u>A Class</u>	<u>B Class</u>	<u>C Class</u>
1 - 6	30	20	16	65	30	25
7 and above	40	25	20	70	35	30

<u>In Nepal</u>			<u>In India</u>		
<u>A Class</u>	<u>B Class</u>	<u>C Class</u>	<u>A Class</u>	<u>B Class</u>	<u>C Class</u>
Kathmandu	Birganj	Tansen	Bombay	Kanpur	Balarampur
Biratnager	Hetauda	Butwal	Delhi	Lucknow	Bahiriach
Pokhara	Janakpur	Narayanghat	Calcutta	Gorakhpur	Nautanwa
	Nepalganj	Bhairawa	Madras	Varanasi	
	Dharan	Surkhet	Bangalore		
Mahendra-	(Birendra- nagar nagar)				
Bhadrapur	Dhankuta				
	Tulsipur				
	Ghorahi				
	Baglung				

No Hotel Allowance will be paid when travelling overnight. Employees are advised to stay in a lockable room where available, and not to share the room with strangers. Cities not mentioned in the above list may be categorised by Project/Programme Directors.

Food, Daily and Hotel Allowances should be paid to employees at the rates fixed, irrespective of actual expenses incurred by the employees. Claims should be based not on bills and receipts, but on a statement of days spent in travelling, and towns and cities stayed in.

c) Food and lodging for rural areas

i) Food Allowances (for trips of less than 24 hours)

	<u>Breakfast</u>	<u>Lunch</u>	<u>Dinner</u>
Levels 1 - 6	4	12	12
Levels 7 and above	5	15	15

(Food Allowance should not be given together with Rural Area Allowance Allowance)

ii) Rural Area Allowance (for trips of 24 hours or more)

This is paid to compensate for cost of food and lodging, and also hardships and irregularities.

Levels 1 - 6	Rs. 40 per day
Levels 7 and above	Rs. 45 per day

(Rural Area Allowance should not be given together with Food Allowance)

iii) Remote Area Allowance

This is to be paid in addition to Rural Area Allowance for work in the following Districts:

A. Baitadi, Darchula, Doti, Bajhang, Achham, Kalikot, Manang, Ramechhap, Solukhumbu, Sankhuwasava, Tehrathum	Rs. 5 per day
B. Mustang, Dolpa, Jumla, Taplejung	Rs. 20 per day

11. Implementation

The responsibility for implementing these allowances rests with Project/ Programme Directors. When staff are given new assignments within their own Project/Programme, it should be fixed in advance which allowances will apply to that assignment. Employees who regularly spend time both in the Project/ Programme headquarters and in villages, should have it clearly fixed which place they are assigned to, and have allowances based on that. This decision, which is the responsibility of the Project/Programme Director, should be based on where the employee is expected to spend most of their time, and therefore where they are expected to live.

In cases of uncertainty advice should be sought from the appropriate Functional Secretary.

Note: Where the word Programme appears in the above, it is to be understood to mean those Programmes which have their own Programme Director and PMC. It does not mean those programmes which are responsible to Projects with Project Directors and PMCs.

EMPLOYMENT POLICY : LEAVES AND HOLIDAYS

(Section 10 of Employment Policy)

All leave and holidays shall be granted so as to maintain the smooth functioning of the Project/Program.

a. Annual leave (leave with pay). Employees shall be entitled to a total of 259 hours leave per UMN financial year. This leave includes annual, religious and national holidays. When an employee takes annual leave, the number of hours which would have been worked on that day or days will be deducted from this annual total.

- i) Before the completion of six months service, a new employee can take only his/her earned leave on a pro rata basis (see Probationary Employment).
- ii) Employees must avail themselves of at least 219 hours annual leave per leave year or forfeit that leave. In special cases, and at the convenience of the Project/Program, that leave may be taken up to a maximum of three months later.
- iii) Annual leave may be accumulated at a maximum rate of 40 hours per annum up to a total of 160 hours. This accumulated leave may only be used by period arrangement with the Project/Program administration.
- iv) Annual leave may be taken in minimum 4 hours blocks of time.
- v) Records for annual leave shall be maintained for each employee in the Project/Program administration.
- vi) Pay in lieu of annual leave: This will only be given when annual leave has not been taken during the year at a specific request of the Project/Program director. Consultation with the Functional Secretary should take place before final decision.
- vii) The time for annual leave will ordinarily be allocated, in consultation with the administration of the project, by the authority under whose charge an employee performs the duties of his post.
- viii) The following holidays will be granted as leave to all employees. Time taken off for these days will be deducted from the annual leave entitlement:
 - A. Their Majesty's birthdays.
 - B. Five days religious holiday (three days at Dasai and two at Tihar, or at the time of other religious festivals).
 - C. One national holiday; for example, Democracy Day.

The six days holiday under B and C above must only be taken after permission is granted by the Project/Program administration.

Employees who join or leave UMN part way through a financial year will be entitled to annual leave for that year on a daily pro-rata basis, according to the following formula:

$$\frac{\text{Number of days in UMN service during financial year} \times 259}{365}$$

b. Sick leave. Employees shall be entitled to 90 hours of sick leave per UMN financial year, with full pay, in addition to annual leave.

- i) At the discretion of the Project/Program director, a doctor's certificate need not be obtained for single days off if these days are infrequent, but for sick leave of two or more continuous days a doctor's certificate is required. In case of emergency, the recommendation of an HMG doctor, or a Health Post In-charge, if out of reach of a UMN doctor, may be accepted.

- ii) Sick leave may be taken in minimum four hour blocks of time.
- iii) Annual sick leave may be accumulated up to 660 hours. Accumulated sick leave beyond 660 hours shall be compensated for in cash on an annual basis, or at the time of resignation or of retirement from service.
- iv) Sick leave records for each employee shall be maintained by the Project/Program administration.
- v) Employees who join or leave UMN part way through a financial year will be entitled to sick leave for that year, on a daily pro rata basis, according to the following formula:

$$\frac{\text{Number of days in UMN service during financial year} \times 90}{365}$$

- vi) Absence from duty because of illness will be reported to the Project/Program authorities in accordance with the rules of the Project/Program which pertain to this procedure.
- vii) There will be a Medical Insurance Plan in which membership will be open to all employees of the UMN.

c. Maternity leave.

- i) Confirmed female employees shall be entitled to a maximum of six weeks leave with full pay for each confinement.
- ii) Maternity leave may be granted to begin up to two weeks before delivery.
- iii) During the service period an employee may only claim such maternity leave for up to three confinements.
- iv) Any leave taken in connection with the pregnancy prior to the 38th week of pregnancy shall be deemed to be sick leave.
- v) Nursing breaks of 20-30 minutes twice daily will be allowed and encouraged subsequent to maternity leave until the child attains 25 months.

d. Quarantine Leave.

- i) In the event that, by order of the Public Health Authorities, it is necessary for an employee to be under quarantine, he/she will, under certificate of a doctor appointed by the Project/Program, be granted leave with pay.
- ii) Quarantine leave shall not ordinarily exceed a period of 28 days at any one time.

e. Study leave.

- i) Leave for the purpose of study may be sanctioned by the Project/Program administration in writing. Where such leave is sanctioned, the terms of agreement for future service will be determined in each case by the Project/Program administration, and given in writing.
- ii) Leave for the purpose of writing examinations will be counted as annual leave.

f. Emergency Leave. Employees shall be entitled to a maximum of 13 days leave with pay for emergency leave (or kriya leave, provided that the employees themselves shall have to perform such rites. If so, these days should be consecutive days and include normal off-days). Emergency leave is not deductible from annual leave.