

# Archiv der Gossner Mission

im Evangelischen Landeskirchlichen Archiv in Berlin



Signatur

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Aktenzeichen

2/40

## **Titel**

UMN - United Mission to Nepal. Protokolle Board Meetings

Band

2

Laufzeit

1990 - 1991

## **Enthält**

u. a. Protokolle Board of Directors Meeting and Executive Committee Meeting 1990, April  
u. November 1991; Overall Reports for 1989/90; Overview Reports for 1990/91;  
Mitgliedsorganisationen; Abkürzungsliste, Personalprofile u. Personalbedarf

Eingegangen

07. Jan. 1992

Erledigt:

DRAFT

UMN BOARD OF DIRECTORS

Minutes of the Meeting held in Kathmandu

November 23 - 25, 1991

The Annual Meeting of the Board of Directors of the United Mission to Nepal was held at the Blue Star Hotel, Kathmandu. Sessions began at 5 pm on Saturday, November 23, and continued through to 6 pm on Monday, November 25.

On the opening evening session of the Board of Directors, the President and the Executive Director gave brief opening remarks. There was a presentation of a UMN related project, Gandaki Boarding School, with an audiovisual presentation highlighting the recent Silver Jubilee and scholarship programme of the School.

The opening evening Bible study was led by Dr Ramesh Khatry. A youth group from Gyaneshwar Church, led by Samuel Khartak, led the Sunday morning devotions. The Monday devotions were led by Val Collett and Asbjorn Voreland. Alan McIlhenny led music at all sessions. These times of worship and ministry were greatly appreciated.

During the Board sessions, presentations were given by Dr Ram S Mahat, Vice Chairman of National Planning Commission, and Dr Shambu R Simkhada, Member Secretary of Social Services National Coordination Council. The presentations were received with great interest, orientating the Board of Directors on the role and place of Non Government Organisations in the new political context of Nepal.

BD-1/91      Schedule of Membership and Roll Call The schedule of membership of the meeting was as follows, with delegates present as indicated

A) Member Bodies and their Delegates

- Assemblies of God, Rev Andrew McCabe
- Baptist Missionary Society, Miss Joy Knapman
- Church of Scotland, Rev Dr John Munro (Absent)
- Christian Church (Disciples), Rev Eric Gass
- Church Missionary Society, Australia, Rev David Claydon
- Church Missionary Society, UK, Rev Dr Peter Leung
- Church of North India, Right Rev John Ghose (Absent)
- Church of South India, Right Rev M Mani
- Committee for Service Overseas, Germany, Mr Christoph Dehn
- Danish Santal Mission, Mr Jorgen Norgaard Pedersen
- Evangelical Free Church of Finland, Miss Riitta Siikanen (Absent)
- Evangelical Lutheran Church of America, Rev Warner Luoma
- Finnish Evangelical Lutheran Mission, Mr Leo Huostila
- Gossner Mission, Dr Hanns-Uwe Schwedler
- Interserve, Mr Richard Clark
- International Technical Assistance Group, Dr Danny Martin
- Japan Antioch Mission, Rev Minoru Okuyama
- Japan Overseas Christian Medical Cooperative Service, Dr Susumu Wakai
- Korean Christian Medico-Evangelical Association, none
- Lutheran Church in the Philippines, Dr Thomas Batong (Note BD-4/91 b))

Mennonite Board of Missions, Mr Ronald Yoder  
Methodist Church, UK, Rev Akuila Yabaki  
Mennonite Central Committee, Dr Glen Miller  
Methodist Church in India, none  
Norwegian Himal-Asia Mission, Mr Einar Kippenes  
Örebro Mission, Mr Erling Wennemyr  
Presbyterian Church, USA, Dr Victor Makari  
Presbyterian Church in Canada, Glen Davis (Absent)  
Presbyterian Church in Ireland, Rev Terry McMullan  
Presbyterian Church Synod, Mizoram, Rev Lianbuanga (Absent)  
Swedish Free Mission, Miss Barbro Carlsson  
Swiss Friends for Mission in Nepal, Mr Fredi Grob  
Tear Fund, UK, Mr David Adeney  
United Church of Canada, Mr Jack Lakavich (Absent)  
United Church of Christ in Japan, none  
United Methodist Church, Dr Sarla Lall (Absent)  
Wesleyan Church, Rev Wayne Wright  
World Concern, Mr Terril Eikenberry  
World Mission Prayer League, Mr Bob Andrews

B) Representatives of the Christian Churches in Nepal

Agape Fellowship, Pastor Jiwan Gurung  
Nepal Christian Fellowship, Mr Tirtha Thapa

C) Coopted Members

International Nepal Fellowship, Dr Alison Craven  
Leprosy Mission, Dr C Butlin/Mr Pradip Failbus (Absent)  
Nepal Staff Representative, Mrs Gyanu Sharma

D) Ex-Officio Members

Executive Director, Mr Edgar Metzler  
Treasurer, Mr Lynn Miller  
Personnel Secretary, Mr Graeme Gugeri  
Education Secretary, Mr Mark Keller  
Assistant Education Secretary, Mr Henk Chevalking  
Engineering & Industrial Development Secretary, Mr Wynn  
Flaten  
Assistant Engineering & Industrial Development Secretary,  
Mr Trevor Durston  
Health Services Secretary, Dr Tjerk Nap  
Assistant Health Services Secretary, Dr Mona Bomgaars  
Rural Development Secretary, Mr Jim Alexander  
Assistant Rural Development Secretary, Mr Stan Freyenberger  
Missionwide Support/Headquarters, Mr P V Chandy  
Education Department Representative, Dr Alan McIlhenny  
Engineering & Industrial Development Department  
Representative, Mr Tim Ruohoniemi  
Health Services Department Representative, Miss Val Collett  
Rural Development Department Representative, Mr Thomas  
Doehne  
Annual Conference Representative, Mrs Mia Voreland

E) Observers

Assemblies of God, Rev Sam Beckdahl  
Huria Kristen Batak Protestant (Indonesia), Rev Binsar Purba  
Nepali Churches Representative, Dr Rajendra Rongong (Absent)  
Nepali Churches Representative, Mrs Mannu Rongong

F) Support Staff

Assistant to the Executive Director, Miss Anna-Karin Eriksson  
Nepali Church Liaison, Mrs Corry Nap  
Planning & Evaluation Advisor, Mr David Stevens

BD-2/91 Agenda The agenda was adopted with minor amendments.

BD-3/91 Confirmation of Minutes The Minutes of the Board of Directors meeting held on November 18 - 20, 1990 and the Executive Committee meeting held on April 24 - 25, 1991 had been circulated to all members.

It was RESOLVED to accept the Board of Directors Minutes, affirming them as a correct record of proceedings; and to table the Executive Committee Minutes with item EC(1)-3/91 a) added to the agenda of this meeting.

BD-4/91 Changes in Schedule of Membership

- a) The change of name of "Swiss Friends for Missions in India and Nepal" to "Swiss Friends for Mission in Nepal" was noted.
- b) It was RESOLVED to accept the Lutheran Church in the Philippines (LCP) to join UMN as a member body, EC(2)-7/91. The waiver of the rules for new membership was done because of the priority to increase Asian church membership in UMN. It was noted that all member bodies will need to adhere to the amended Bye-Law rules for continuing membership in UMN.
- c) It was requested that the UMN Administration prepare an amendment to the Bye-Laws to define "Sending Body".

BD-5/91 UMN Overview The report presented by the Executive Director was received. The discussion following the report highlighted the importance of developing a theological basis for holistic ministry, and UMN's role cooperating with the Nepali churches in the new political and religious environment. (Appendix I)

BD-6/91 Overviews, Annual Reports and Financial Statements for 1990/1991 The department overviews from the Executive Director, Treasurer, Personnel Secretary and four Department Secretaries were received and noted.

It was RESOLVED to receive the overviews as follows

Appendix A	Education Department Report
Appendix B	Engineering & Industrial Development Department Report
Appendix C	Health Services Department Report
Appendix D	Rural Development Department Report
Appendix E	Personnel Department Report
Appendix F	Treasurer Office Report and Consolidated Statements

Appendix G	Executive Director Office Report
Appendix H	Headquarters Project Report
Appendix I	Missionwide Support Project Report

Among the Executive Committee items reported verbally were the following

EC(2)-4/91	UMN Values
EC(2)-5/91	Secondments
EC(2)-10/91 a)	Rural Development Long Term Strategic Plan and Budget
EC(2)-19/91	Urban Development Policy Statements
EC(2)-20/91	UMN Hospital Sustainability Study
EC(2)-23/91	Medical Screening Procedures
EC(2)-24/91	Search for Treasurer

The project summary reports were available for Board members.

BD-7/91 UMN Strategic Planning BD-12/90, EC(1)-3/91 c), EC(1)-19/91 The Executive Director introduced the background to the strategic planning process commissioned by the Executive Committee, as a way of developing a plan of implementation and criteria for evaluating the progress on the Long Term Strategy Guidelines approved by the 1990 Board of Directors meeting. It was reported that Mission and Strategy statements had been developed to guide the planning process, and a list of strategic issues had been selected as priorities for 1992.

Small groups were used to discuss more in-depth what UMN's impact on the Nepali society should be; what shape UMN should take; how to reaffirm UMN's Christian identity; and how these key results could be measured. The results from the small group discussions will be circulated to the Board members and forwarded to the UMN Administration as input into the continued strategic planning process.

Following discussions in full plenary session as well as in small groups, **it was RESOLVED** to affirm the amended action of EC(2)-3/91

- 1 that the strategic planning process is affirmed and should continue;
- 2 to adopt the content of the Mission statement as a foundation and the Strategy statement as a guideline for the ongoing strategic planning process; and (Appendix II)
- 3 to affirm the missionwide responsibilities of the Coordinating Committee in working with the Executive Director to carry forward the process of the strategic planning.

BD-8/91 UMN's Christian Identity, Leadership and Indigenous Ownership Arising out of a discussion on how to maintain UMN's Christian identity and the action taken by the April 1991 Executive Committee meeting, **it was RESOLVED** to adopt the Executive Committee decision of EC(1)-3/91 a) as operative at this time and request the Executive Committee to give further consideration of the critical issue of UMN project leadership and provide a paper for the 1992 Board of Directors meeting outlining the rationale for the various options.

BD-9/91 Training Assistance to Nepali Churches In light of the conviction expressed by Board members in the November 1991 meeting for strengthening and expanding Christian identity in Nepal; the request by leaders of Nepali churches for UMN to assist in training Nepali Christians; the concern among Appointees to support the Nepali churches; and the Coordinating Committee's selection of support for the Nepali churches as a priority strategic issue for 1992, **it was RESOLVED** to request the Executive Director to work with the Nepali churches to formulate a plan to address the training needs of Nepali Christians and churches, and recommend it to the Executive Committee and Board of Directors for study and action.

BD-10/91 Relationships with Nepali churches EC(2)-6/91 The Executive Director reported on the growing cooperation with the Nepali churches, including the advisory role to Nepal Christian Fellowship in their newly started response to believers' requests from North Dhading. The report was **received** with appreciation.

BD-11/91 Report from Nepali Churches Board members heard reports from the Agape Fellowship, Nepal Assemblies of God and the Nepal Christian Fellowship about the status, activities and plans of the churches in Nepal. Concerns were expressed regarding unity among the churches and possibilities of UMN relating to the churches in a unified way.

BD-12/91 Role of UMN Board of Directors BD-16/90, EC(1)-32/91 As recommended by the Executive Committee in EC(2)-8/91, **it was RESOLVED**

- 1 in the interest of the on-going spirit of unity, ownership and responsibility, to continue the present practice of holding annual Board of Directors meetings.
- 2 in the interest of a clearer understanding of the roles of the Board of Directors, the Executive Committee, and the Coordinating Committee, to request the sub-committee to bring a proposal for possible changes in the role and functions of the three groups to the Executive Committee, no later than November 1992, for presentation to the 1992 Board of Directors meeting.

It was noted that the frequency of Board meetings should be reviewed following any redefinition of the role of the Board of Directors.

BD-13/91 Annual Conference The Annual Conference representative presented a report on the conference held last June. The ministry of Rev Theo van der Weele on the theme "Powerful Peace" had been a great encouragement. Following up on the Long Term Strategy Guidelines approved by the 1990 Board of Directors, there had also been discussion forums on the topics "Identity", "Values" and "Strategy". The report was **received** with appreciation.

BD-14/91 UMN Constitution BD-11/84, BD-7/89, BD-8/89, EC(1)-22/90, BD-14/90 As recommended by the Board of Directors meeting 1990, it was **RESOLVED** to ratify the amendment of the Constitution, clause 5.2 as follows

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

BD-15/91 UMN Bye-Laws EC(2)-28/90, EC(1)-30/91 As recommended by the Executive Committee to provide formal status to expatriates working in Nepal wanting to be part of UMN, it was **RESOLVED** to renumber the original Bye-Law 1.4 and subsequent Bye-Laws and approve the new Bye-Law 1.4 to read

"'UMN Associate' means any expatriate working in Nepal who wishes to share in prayer and fellowship with UMN personnel. The UMN Associate has no contractual relationship with UMN, but is in agreement with the Purposes and Basis of Faith of UMN, set out in the UMN Constitution. (Clauses 3 and 4)."

BD-16/91 Policy on Observers at the UMN Board BD-16/87, EC(2)-31/89, BD-9/89, EC(1)-31/91 As recommended by the Executive Committee, it was **RESOLVED** to discontinue the policy providing for up to two observers from funding agencies (who do not send personnel but support UMN programmes), noting that such persons can still be invited as Observers, at the discretion of the UMN President, under the provisions of Bye-Law 3.4.5.

BD-17/91 Tribute to Elizabeth Franklin Miss Elizabeth Franklin came to Nepal in 1956 together with a group of Nepali speaking national (Indian) Christians from the Darjeeling area in North East India. Many of them have till this day been key people in the growth of the Nepali church.

Miss Franklin was instrumental in establishing and running the Mahendra Bhawan Girls School in Kathmandu, one of the first educational institutions for girls in the country. Miss Franklin had outstanding abilities in teaching, leadership and administration. During her 14 years of service in Nepal, she influenced many of her staff and co-workers. Many of her students are today in various leadership positions. On a personal level she was also able to provide encouragement and confidence to many of the national Christian leaders. The high educational standard and the strict discipline of the Mahendra Girls High School often put Miss Franklin under pressure from rich and influential people

to accept their daughters in giving them preference. Miss Franklin was very careful in treating everyone equally, regardless of creed, cast or influence. In this respect she was a "pillar of strength" and a good model of God's equal and unchanging love to all and everyone.

After her retirement in 1970 she continued to minister to Gurkha soldiers and Nepali students in Great Britain. Miss Franklin died in August 1991. A memorial assembly was held for her in Mahendra Bhawan in August. We thank God for every memory of Elizabeth Franklin.

BD-18/91 Nominating Committee A Nominating Committee had been appointed early in the meeting to bring to the Board of Directors recommendations for the appointment of Executive and Finance Committee members for the coming year. The Nominating Committee comprised: Terry McMullan (Convenor), Barbro Carlsson, Wynn Flaten, Fredi Grob, Mannu Rongong.

**It was RESOLVED** to request the Executive Committee to examine the procedure for nominating the Executive and Finance Committees, and report back to the 1992 Board of Directors meeting.

BD-19/91 Executive and Finance Committees On the recommendation of the Nominating Committee, **it was RESOLVED** to appoint the following persons to serve on these committees for the year 1991/1992

a) Executive Committee

President	Jorgen Norgaard Pedersen
Vice President	Ronald Yoder
Other Members	Terril Eikenberry Jiwan Gurung Einar Kippenes Joy Knapman Sarla Lall Warner Luoma Tirtha Thapa Erling Wennemyr

b) Finance Committee

Chairman of Finance Committee	Erling Wennemyr
Chairman of Board of Directors	Jorgen Norgaard Pedersen
Other Member of Finance Committee	Ronald Yoder

BD-20/91 Date of Future Meetings **It was RESOLVED** to set these as follows

Finance Committee	April 27, 1992
Executive Committee	April 29 - 30, 1992
Finance Committee	November 23, 1992
Executive Committee	November 25 - 26, 1992
Board of Directors	November 28 - 30, 1992

Finance Committee	May 8, 1993
Executive Committee	May 10 - 11, 1993
Finance Committee	November 16, 1993
Executive Committee	November 18 - 19, 1993
Board of Directors	November 21 - 23, 1993

BD-21/91

Vote of Thanks Sincere appreciation was expressed to the Executive Director and UMN staff for work in preparing the papers, with specific mention of the Treasurer and the Personnel Secretary for their valuable contribution over the past years of service to the UMN. There was a special word of confidence expressed to the Executive Director for beginning the process of strategic planning which will provide UMN with a clearer identity. Earlier in the meeting greetings from the former Executive Director, Howard Barclay, were received. Appreciation was also expressed to the Chairman for his leadership of the meeting.

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

## KEY RESULTS TO BE MEASURED

- AS IDENTIFIED BY SMALL GROUPS AT UMN BOARD MEETING 11/91

Eight small groups met for two sessions and produced lists of key results that they would like to be measured to indicate UMN's successful movement in the direction(s) desired by the Board. All groups produced priority-lists from the second section although one group only got the first priority selected. Other groups' lists included from 2-6 items (priority ratings are listed with group numbers appearing after the decimal).

Several major themes emerged, and an attempt has been made to group the desired results accordingly. Several themes were emphasized by most groups, and some points from the 1990 Long-term Strategy Guidelines are re-emphasized and further clarified. This feedback will be useful to the administration over the coming year. Much of it is very relevant to those strategic issues that have been identified for priority for attention in 1992.

It is also important to note that there was considerable diversity in interests and priorities among the groups. The concern of one group for "more mutual respect and understanding" can be a challenge for us all.

Respectfully submitted,

David Stevens

Planning & Evaluation Advisor

Kathmandu (12/22/91)

### TRAINING OF NEPALI CHRISTIANS

- 1.1 More resources for vocational & theological training of Christians provided to the Nepali church
- 1.2 Long-range (15-20 years) human resource planning to guide the training of Nepali Christian leaders for the church, for Christian social service and for society in general, including to examine innovative way of communication and exchange of personnel so that there is eventually a two-way exchange instead of one-way provision.
- 1.3 More training of Christians to be capable professionals through a programme of the Nepali church the development of which is stimulated and facilitated by UMN
- 1.5 Training of Christians in technical, professional and supervisory/management skills.
- 2.6 More well-qualified/trained Christians working in Nepali society.
- 2.7 Training Christians so that they become independent and contribute to society through their work.
- 3.8 More higher level professional and theological training available for Nepali Christians both for church leadership and professional placements in Nepali society without discriminating against non-Christian Nepalis.

### BUILDING-UP THE NEPALI CHURCH

- 1.7 Mutual respect and partnership (without dependence) with the Nepali church.
- 2.4 To increasingly contribute toward the growth and development of the Nepali church (eg: leadership development for church activities and for contribution toward nation-building in general; and support for their mission of evangelism).
- 5.1 Transfer of UMN skills, knowledge and support to the Nepali church so that the church is enabled to establish those programmes that they desire

## JUSTICE

- 1.6 More justice to the people of Nepal: including more poor children in remote areas to have been helped (reduce mortality level by 20% in some areas) and breaking the vicious cycle of poverty - as it is evaluated in different sectors and situations.
- 2.5 Balance in our ministries with identified marginalized groups including Christians, economically-deprived, handicapped, women, low caste. Have an indicator to monitor this in each project.
- 3.7 Final result of UMN involvement either by direct contact or promote social awareness of the poor.
- 4.7 Better relationships with trained and confident Nepali staff.

## UMN'S THEOLOGY/CHRISTIAN IDENTITY & PRACTICE

- 1.4 That the UMN will have developed a clearly articulated theology of its mission - internal to UMN and external to the Nepali church.
- .5 Assumption that UMN member bodies will remain united in the present 'free' political situation in Nepal
- .5 Assumption that individual witness is as important as corporate witness
- 3.6 More mutual respect and understanding within the greater-UMN and for other religions.
- 4.1 More overt Christian witness

## SECONDMENTS

- 1.8 Using more placements of Christian expatriates in various locations and professions including secondments as a priority strategy.
- 4.5 Move toward increased secondments on both individual and group bases.

## DE-INSTITUTIONALIZATION

- 2.3 An implemented policy that results in: 1) no new UMN-managed and run institutions; 2) more UMN involvement in new, time-limited, non-institutionalized programmes/projects whether or not they are managed by UMN itself or somebody else; and 3) continued work towards indigenization of our present institutions, taking it one step at a time as opportunities arise, without dropping these institutions on the NCF or any Nepali church.
- 2.8 Fewer projects under direct ownership and control of UMN and a simplified structure where that continues.
- 3.4 To increase UMN's capacity to respond to new and emerging opportunities for service and in so doing continue and expand the utilization of skills and gifts represented in our Appointees. It is understood that some divestment of present commitments may be necessary to achieve this.
- 5.5 Less UMN involvement in institutional ownership.
- 3.1 More coordination of UMN and HMG/N priorities
- 3.5 Sustainable ventures.

## CHRISTIAN LEADERSHIP IN UMN

- 2.1 UMN together with the Nepali Christian community should identify leaders for UMN projects
- .2 Investigate ways to maintain long-term Christian impact in projects even when not all technical and administrative personnel are Christian.
- .2 Determine whether different levels of Christian leadership are required in "human development" programmes than in "physical development"
- 6.5 To have the CC identify at what level non-Christian leadership becomes critical in hindering achievement of UMN Aims and Purposes in existing UMN programme units.



## THE UNITED MISSION TO NEPAL

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

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Telegrams: UMNEPAL  
Fax: 977-1-225559  
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Mailing address:  
POST BOX 126  
KATHMANDU, NEPAL

To : UMN Board of Directors  
From : Edgar Metzler  
Date : July 24, 1991

Enclosed are the Minutes of the UMN Executive Committee held April 24-25, 1991, and the Annual Plans and Budgets, 1991/1992. Through this annual mailing you get information about what activities UMN plans carry out during the coming year and the resources required to do that.

This year we also tried to provide some overview of the detailed plans. Enclosed is my overview, referred to in the Minutes as appendix A", the Treasurer's, Personnel Secretary's, and all the departments. If you do not have time to read all the details, these overviews will give you a sense where UMN is and hopes to go in terms of programmes and activities.

You will note in the Executive Committee Minutes that the meeting also addressed important issues of UMN's identity, values, and strategy. Some of the actions call for reporting to the UMN Board Meeting in November. There will opportunity for you to contribute to some important decisions at the Board Meeting.

Many of you will recall at last November's Board Meeting a report on the Church History Project by Cindy Perry, the Researcher who has written up many of the stories and records of the church here and conducted surveys of growth of the church in Nepal. At that time Cindy also described the three year project to establish archives for the Nepali church in Edinburgh the same center where UMN archives are being organised. In addition, Cindy will be doing further research on the current status of the church.

The research done to date under the Nepal Church History Committee was funded equally by UMN and INF. However, this new project based in Edinburgh for the next three years, requires further funding and some of your organisations may be interested in contributing to this. The additional funding needed for this project is pound 11,150. If you are interested in making a contribution to this significant activity for the Nepali church, you may write for further information directly to Cindy Perry, c/o Rongong, 4 House O/U Hill Terrace, Blackhall, ED Inburgh, EH4, 2AN, Scotland, UK. Funds can be sent directly to the Nepal Christian Record Project, in c/o INF, 69 Wentworth Road, Harborne, Birmingham, B17 9SS, England, UK.

Your prayers for the people of Nepal, the new Government, and everyone working in UMN are needed and much appreciated. We also pray for you God's richest blessing.

Yours in Christ,

EM/bg

PS: Due to delays at the printer, some of you will receive the Annual Plans and Budgets under separate cover.

UMN Missionwide Planning Memo

Eingegangen

22. Aug. 1991

Erledigt:.....

August 13, 1991

TO: ALL UMN BOARD MEMBERS

FROM: David Stevens, Planning & Evaluation Advisor

REGARDING: FEEDBACK on PROPOSED MISSION & VISION DRAFTS

As you are aware, we are presently in the process of a missionwide strategic planning exercise in UMN. We expect that you want to be informed of, and able to respond to, the various steps of the process before you arrive for Executive Committee and/or Board meetings in November.

Attached is a sheet containing my memo of August 9/91 and proposed draft Mission and Vision Statements for UMN. This has been circulated to all Board Appointees and about 100 senior Nepali colleagues in UMN and its related agencies.

Please forward your response to reach me before October 15/91. Thankyou very much.

*David*

## UMN Missionwide Planning Memo

Dear Colleagues,

You should have already received a copy of the proposed Mission Statement for 1991 on the back of my Memo of July 17/91. Attached is a draft of the proposed Vision Statement for 1996, printed together with the Proposed Mission Statement which you have already received. The next step, after you have contributed your responses, will be to prepare a Statement of Strategic Direction for working toward realizing our vision.

The purpose of the Mission Statement is to declare who we are and what we are about: the present purpose and uniqueness of UMN, our reason for being, the needs we address and our basic response to those needs, our underlying philosophy and values, our sponsorship, our resources and how we use them.

The purpose of the Vision Statement is to indicate what we will be doing in five years: what will be the same or similar and what will be different or changed. It should be more specific, describing what we hope to be doing in 1996 to fulfill our mission. How can we be more specific in a missionwide statement? Of course, the departmental and field level planning will be more specific.

We need your input to this process of discerning the way we should go. What do you like about these statements? What concerns do you have? How they could be improved? What suggestions do you have for how we can reach this vision? What do we need to do more of? What should we do less of? What could we do that is new? Please be specific and constructive.

You should all have opportunity to participate in local meetings within the next three weeks. Your direct personal response is also welcome before September 9/91.

With every positive hope,

David Stevens  
Planning & Evaluation Advisor

August 9, 1991

## THE PROPOSED MISSION STATEMENT

(Draft 7 as of July 12/91)

The United Mission to Nepal is the cooperative effort of 39 international Christian agencies from 16 countries witnessing to the love of God by serving the people of Nepal in the Spirit and Name of Jesus Christ. Since 1954, it has been working to alleviate affects of poverty, increase options for life and decrease unnecessary death of children, women and men in Nepal, recognizing their dignity, uniqueness and worth.

The United Mission to Nepal supports various institutions, projects and programmes by providing human and financial resources and training to strengthen the confidence and capability of people, communities and organizations in Nepal. It operates on the basis of agreements with His Majesty's Government of Nepal. Its expatriate personnel are Christians supported independent of UMN programme funding and employment of Nepali personnel is non-discriminatory.

The United Mission to Nepal seeks to exemplify values such as service to others, justice, good stewardship of resources and integrity in all relationships.

## THE PROPOSED VISION STATEMENT

(Draft 4 as of August 8/91)

The United Mission to Nepal has a vision for Nepal that individuals, organizations and communities, including the Christian community, be actively and freely involved in, and increasingly capable of, taking responsibility for the physical, socio-economic and spiritual development of themselves and their nation.

The United Mission to Nepal, committed to this vision, will continue long-term involvement in various approaches to health, education, industrial and rural development with a special focus on those most in need and areas which are under-served. Provision of human and financial resources will continue at present levels while maximizing the proportion of local contributions and increasing the level of local control with an emphasis on accountability. It will continue to recruit Christian expatriates with a long-term commitment to this vision.

**UNITED MISSION TO NEPAL**

**Minutes of the  
Board of Directors Meeting  
and  
Executive Committee Meeting  
held in Kathmandu, November 23-25, 1991**



## THE UNITED MISSION TO NEPAL

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

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KATHMANDU, NEPAL

Board Members

Eingegangen

6. April 1992

March 16, 1992

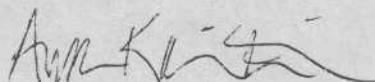
Erledigt:.....

Dear friends,

Enclosed please find your copy of the Minutes of the Board of Directors meeting and Executive Committee of November 1991 together with the Overview Reports.

As several Board members showed interest in the report given from the Annual Conference, this report is also enclosed for your information.

With best wishes for a blessed Easter,



Anna-Karin Eriksson  
Assistant to the Executive Director

## REPORT OF ANNUAL CONFERENCE

The Annual Conference was held at Budhanilkantha School, June 8 - 14, 1991. Theo v.d. Weele from Holland was our conference speaker. His Bible-studies on "Powerful Peace", or Shalom, God's Presence among us, were a great encouragement to us.

Theo v.d. Weele had a missionary background and a counselling background, and could identify with our situation in Nepal in so many areas. We also want to acknowledge the special contribution of his wife, Will, her creativity and her session on "blossoming in captivity".

What to highlight from the full and rich programme?

Some would say, "the worship sessions and the Bible studies meant most to me" or the church service led by Nepali church leaders, the prayer and sharing sessions, and the Holy communion service!

There was a super concert with a mixture of many different sounds of music.

There was a drama performed by KISC students and teachers.

There were different sports arrangements, and special children's and teenage programmes, where two teams of young helpers from USA and Australia were participating.

One evening we had an eminent Nepali speaker to give us a wider perspective on the political changes in the country. The idea of it was positive and appreciated.

A new thing this year was the four "discussion forums" - a change from earlier years' reporting sessions, with reports on the work of each functional department.

As a result of the change in Nepal, and the challenges to change in UMN - the UMN Board last year laid down new Long Term Policy Guidelines, and the Executive Committee in April asked for clarification on UMN values. Therefore Annual conference through these forums, had a special opportunity to consider and to express our views on: What is our "Identity", our "Values" and Strategy?

Edgar Metzler and Michael Prince gave a lot of thought and hard work into preparing and organizing these forums, together with the Annual Conference Committee. In spite of no consensus, the time spent on these discussions was helpful and valuable. We were able to discuss, even if people felt differently and it was painful for some. It was positive to see the way people worked together in small groups. The diversities within were evident, but very much appreciated. People felt free to give their own opinions, often with strong feelings, but were met with respect for their different views.

The session on Identity raised many questions: What makes us a Christian organization? What will employing non-Christian upper level staff do to our Christian identity. All participants had opportunity to rank five aspects that might make UMN a Christian Organisation. "The expressed and professed purpose and aims of the mission and its members" was ranked first by most people. "The quality and character of UMN's work", "motivation" "church related activities of the Christians" all came high too. "Number of Christian staff members" didn't get first group ranking.

cont...

In the same way the sessions on "Values" and "Strategy" challenged us all to think and discuss. A variety of values were expressed. The Strategy of course is an ongoing area of discussion! Maybe these forums sparked off a renewed interest to go on with these discussions at project level, where both expatriate and Nepali staff would be included, and also have an impact on what we are working on now! At conference we had Nepali participation in most of the groups. They gave a valuable contribution, and said they found the discussions helpful. This Annual Conference Committee felt that we would wish to discourage discussion on issues that affect the wider UMN organization because of the limited Nepali participation, they should be project level discussions.

The fourth discussion forum was on evaluating Annual Conference. What do we expect to get out of the conference? Questionnaires regarding the conference had been sent out before hand.

"Spiritual input and fellowship" was considered most important. Then followed:

"Fun and relaxation with other UMN expatriates"  
"Opportunity to discuss current mission issues"  
"The programmes for children and teenagers"  
"Unity building within UMN"  
"Opportunity to meet old friends and make new ones"

86% of the people wanted an expatriate Annual Conference.

87% wanted it annually

95% said they would attend if it was optional

Another highlight this year was the workshops. The feedback was positive and seemed to show a need for us to consider areas relating to our needs, to life in Nepal, our understanding of development, and cultural issues involved.

What more to say?

We had topics like "Nepali perspective on working together", "parenting and family life in a cross-cultural context", "stress-management", "the church in present time", "women in development", and "values and symbols in Nepali life"

We are grateful that all practical arrangements went well, for the spiritual encouragements, for the joy in sharing, and for the fun and relaxation.

Mia Voreland  
Annual Conference Representative  
to the UMN Board Meeting 1991

UMN BOARD OF DIRECTORS

Minutes of the Meeting held in Kathmandu

November 23 - 25, 1991

The Annual Meeting of the Board of Directors of the United Mission to Nepal was held at the Blue Star Hotel, Kathmandu. Sessions began at 5 pm on Saturday, November 23, and continued through to 6 pm on Monday, November 25.

On the opening evening session of the Board of Directors, the President and the Executive Director gave brief opening remarks. There was a presentation of a UMN related project, Gandaki Boarding School, with an audiovisual presentation highlighting the recent Silver Jubilee and scholarship programme of the School.

The opening evening Bible study was led by Dr Ramesh Khatry. A youth group from Gyaneshwar Church, led by Samuel Khartak, led the Sunday morning devotions. The Monday devotions were led by Val Collett and Asbjorn Voreland. Alan McIlhenny led music at all sessions. These times of worship and ministry were greatly appreciated.

During the Board sessions, presentations were given by Dr Ram S Mahat, Vice Chairman of National Planning Commission, and Dr Shambu R Simkhada, Member Secretary of Social Services National Coordination Council. The presentations were received with great interest, orientating the Board of Directors on the role and place of Non Government Organisations in the new political context of Nepal.

BD-1/91      Schedule of Membership and Roll Call    The schedule of membership of the meeting was as follows, with delegates present as indicated

A)    Member Bodies and their Delegates

Assemblies of God, Rev Andrew McCabe  
Baptist Missionary Society, Miss Joy Knapman  
Church of Scotland, Rev Dr John Munro (Absent)  
Christian Church (Disciples), Rev Eric Gass  
Church Missionary Society, Australia, Rev Dr David Claydon  
Church Missionary Society, UK, Rev Dr Peter Leung  
Church of North India, Right Rev John Ghose (Absent)  
Church of South India, Right Rev M Mani  
Committee for Service Overseas, Germany, Mr Christoph Dehn  
Danish Santal Mission, Mr Jorgen Norgaard Pedersen  
Evangelical Free Church of Finland, Miss Riitta Siikanen  
(Absent)  
Evangelical Lutheran Church in America, Rev Warner Luoma  
Finnish Evangelical Lutheran Mission, Mr Leo Huostila  
Gossner Mission, Dr Hanns-Uve Schwedler  
Interserve, Mr Richard Clark  
International Technical Assistance Group, Dr Danny Martin  
Japan Antioch Mission, Rev Minoru Okuyama  
Japan Overseas Christian Medical Cooperative Service,  
Dr Susumu Wakai  
Korean Christian Medico-Evangelical Association, none  
Lutheran Church in the Philippines, Dr Thomas Batong (Note  
BD-4/91 b))

Mennonite Board of Missions, Mr Ronald Yoder  
Methodist Church, UK, Rev Akuila Yabaki  
Mennonite Central Committee, Dr Glen Miller  
Methodist Church in India, none  
Norwegian Himal-Asia Mission, Mr Einar Kippenes  
Örebro Mission, Mr Erling Wennemyr  
Presbyterian Church, USA, Dr Victor Makari  
Presbyterian Church in Canada, Glen Davis (Absent)  
Presbyterian Church in Ireland, Rev Terry McMullan  
Presbyterian Church Synod, Mizoram, Rev Lianbuanga (Absent)  
Swedish Free Mission, Miss Barbro Carlsson  
Swiss Friends for Mission in Nepal, Mr Fredi Grob  
Tear Fund, UK, Mr David Adeney  
United Church of Canada, Mr Jack Lakavich (Absent)  
United Church of Christ in Japan, none  
United Methodist Church, Dr Sarla Lall (Absent)  
Wesleyan Church, Rev Wayne Wright  
World Concern, Mr Terril Eikenberry  
World Mission Prayer League, Mr Bob Andrews

**B) Representatives of the Christian Churches in Nepal**

Agape Fellowship, Pastor Jiwan Gurung  
Nepal Christian Fellowship, Mr Tirtha Thapa

**C) Coopted Members**

International Nepal Fellowship, Dr Alison Craven  
Leprosy Mission, Dr C Butlin/Mr Pradip Failbus (Absent)  
Nepal Staff Representative, Mrs Gyanu Sharma

**D) Ex-Officio Members**

Executive Director, Mr Edgar Metzler  
Treasurer, Mr Lynn Miller  
Personnel Secretary, Mr Graeme Gugeri  
Education Secretary, Mr Mark Keller  
Assistant Education Secretary, Mr Henk Chevalking  
Engineering & Industrial Development Secretary, Mr Wynn Flaten  
Assistant Engineering & Industrial Development Secretary,  
Mr Trevor Durston  
Health Services Secretary, Dr Tjerk Nap  
Assistant Health Services Secretary, Dr Mona Bomgaars  
Rural Development Secretary, Mr Jim Alexander  
Assistant Rural Development Secretary, Mr Stan Freyenberger  
Missionwide Support/Headquarters, Mr P V Chandy  
Education Department Representative, Dr Alan McIlhenny  
Engineering & Industrial Development Department  
Representative, Mr Tim Ruohoniemi  
Health Services Department Representative, Miss Val Collett  
Rural Development Department Representative, Mr Thomas Doehne  
Annual Conference Representative, Mrs Mia Voreland

**E) Observers**

Assemblies of God, Rev Sam Beckdahl  
Huria Kristen Batak Protestant (Indonesia), Rev Binsar Purba  
Nepali Churches Representative, Dr Rajendra Rongong (Absent)  
Nepali Churches Representative, Mrs Mannu Rongong

F) Support Staff  
Assistant to the Executive Director, Miss Anna-Karin Eriksson  
Nepali Church Liaison, Mrs Corry Nap  
Planning & Evaluation Advisor, Mr David Stevens

BD-2/91 Agenda The agenda was adopted with minor amendments.

BD-3/91 Confirmation of Minutes The Minutes of the Board of Directors meeting held on November 18 - 20, 1990 and the Executive Committee meeting held on April 24 - 25, 1991 had been circulated to all members.

**It was RESOLVED** to adopt the Board of Directors Minutes, affirming them as a correct record of proceedings; and to receive the Executive Committee Minutes with item EC(1)-3/91 a) added to the agenda of this meeting.

BD-4/91 Changes in Schedule of Membership

- a) The change of name of "Swiss Friends for Missions in India and Nepal" to "Swiss Friends for Mission in Nepal" was noted.
- b) **It was RESOLVED** to accept the Lutheran Church in the Philippines (LCP) to join UMN as a member body, EC(2)-7/91. The waiver of the rules for new membership was done because of the priority to increase Asian church membership in UMN. It was noted that all member bodies will need to adhere to the amended Bye-Law rules for continuing membership in UMN. It was agreed that applications for membership should be accompanied by a written description of the mission agency/church board indicating its membership, basis of faith and links with other churches.
- c) **It was requested** that the UMN Administration prepare an amendment to the Bye-Laws to define "Sending Body".

BD-5/91 UMN Overview The report presented by the Executive Director was received. The discussion following the report highlighted the importance of developing a theological basis for holistic ministry, and UMN's role cooperating with the Nepali churches in the new political and religious environment. (Appendix I)

BD-6/91 Overviews, Annual Reports and Financial Statements for 1990/1991 The department overviews from the Executive Director, Treasurer, Personnel Secretary and four Department Secretaries were received and noted.

**It was RESOLVED** to receive the overviews as follows

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

Among the Executive Committee items reported verbally were the following

EC(2)-4/91	UMN Values
EC(2)-5/91	Secondments
EC(2)-10/91 a)	Rural Development Long Term Strategic Plan and Budget
EC(2)-19/91	Urban Development Policy Statements
EC(2)-20/91	UMN Hospital Sustainability Study
EC(2)-23/91	Medical Screening Procedures
EC(2)-24/91	Search for Treasurer

The project summary reports were available for Board members.

BD-7/91 UMN Strategic Planning BD-12/90, EC(1)-3/91 c), EC(1)-19/91 The Executive Director introduced the background to the strategic planning process commissioned by the Executive Committee, as a way of developing a plan of implementation and criteria for evaluating the progress on the Long Term Strategy Guidelines approved by the 1990 Board of Directors meeting. It was reported that Mission and Strategy statements had been developed to guide the planning process, and a list of strategic issues had been selected as priorities for 1992.

Small groups were used to discuss more in-depth what UMN's impact on the Nepali society should be; what shape UMN should take; how to reaffirm UMN's Christian identity; and how these key results could be measured. The results from the small group discussions will be circulated to the Board members and forwarded to the UMN Administration as input into the continued strategic planning process.

Following discussions in full plenary session as well as in small groups, **it was RESOLVED** to affirm the amended action of EC(2)-3/91

- 1 that the strategic planning process is affirmed and should continue;
- 2 to adopt the content of the Mission statement as a foundation and the Strategy statement as a guideline for the ongoing strategic planning process (Appendix II); and

3 to affirm the missionwide responsibilities of the Coordinating Committee in working with the Executive Director to carry forward the process of the strategic planning.

**BD-8/91** UMN's Christian Identity, Leadership and Indigenous Ownership Arising out of a discussion on how to maintain UMN's Christian identity and the action taken by the April 1991 Executive Committee meeting, **it was RESOLVED** to adopt the Executive Committee decision of EC(1)-3/91 a) as operative at this time and request the Executive Committee to give further consideration of the critical issue of UMN project leadership and provide a paper for the 1992 Board of Directors meeting outlining the rationale for the various options.

**BD-9/91** Training Assistance to Nepali Churches In light of the conviction expressed by Board members in the November 1991 meeting for strengthening and expanding Christian identity in Nepal; the request by leaders of Nepali churches for UMN to assist in training Nepali Christians; the concern among Appointees to support the Nepali churches; and the Coordinating Committee's selection of support for the Nepali churches as a priority strategic issue for 1992, **it was RESOLVED** to request the Executive Director to work with the Nepali churches to formulate a plan to address the training needs of Nepali Christians and churches, and recommend it to the Executive Committee and Board of Directors for study and action.

**BD-10/91** Relationships with Nepali churches EC(2)-6/91 The Executive Director reported on the growing cooperation with the Nepali churches, including the advisory role to Nepal Christian Fellowship in their newly started response to believers' requests from North Dhading. The report was **received** with appreciation.

**BD-11/91** Report from Nepali Churches Board members heard reports from the Agape Fellowship, Nepal Assemblies of God and the Nepal Christian Fellowship about the status, activities and plans of the churches in Nepal. Concerns were expressed regarding unity among the churches and possibilities of UMN relating to the churches in a unified way.

**BD-12/91** Role of UMN Board of Directors BD-16/90, EC(1)-32/91 As recommended by the Executive Committee in EC(2)-8/91, **it was RESOLVED**

- 1 in the interest of the on-going spirit of unity, ownership and responsibility, to continue the present practice of holding annual Board of Directors meetings.
- 2 in the interest of a clearer understanding of the roles of the Board of Directors, the Executive Committee, and the Coordinating Committee, to request the sub-committee to bring a proposal for possible changes in the role and functions of the three groups to the Executive Committee, no later than November 1992, for presentation to the 1992 Board of Directors meeting.

It was noted that the frequency of Board meetings should be reviewed following any redefinition of the role of the Board of Directors.

BD-13/91 Annual Conference The Annual Conference representative presented a report on the conference held last June. The ministry of Rev Theo van der Weele on the theme "Powerful Peace" had been a great encouragement. Following up on the Long Term Strategy Guidelines approved by the 1990 Board of Directors, there had also been discussion forums on the topics "Identity", "Values" and "Strategy". The report was received with appreciation.

BD-14/91 UMN Constitution BD-11/84, BD-7/89, BD-8/89, EC(1)-22/90, BD-14/90 As recommended by the Board of Directors meeting 1990, it was RESOLVED to ratify the amendment of the Constitution, clause 5.2 as follows

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

BD-15/91 UMN Bye-Laws EC(2)-28/90, EC(1)-30/91 As recommended by the Executive Committee to provide formal status to expatriates working in Nepal wanting to be part of UMN, it was RESOLVED to renumber the original Bye-Law 1.4 and subsequent Bye-Laws and approve the new Bye-Law 1.4 to read

"'UMN Associate' means any expatriate working in Nepal who wishes to share in prayer and fellowship with UMN personnel. The UMN Associate has no contractual relationship with UMN, but is in agreement with the Purposes and Basis of Faith of UMN, set out in the UMN Constitution. (Clauses 3 and 4)."

BD-16/91 Policy on Observers at the UMN Board BD-16/87, EC(2)-31/89, BD-9/89, EC(1)-31/91 As recommended by the Executive Committee, it was RESOLVED to discontinue the policy providing for up to two observers from funding agencies (who do not send personnel but support UMN programmes), noting that such persons can still be invited as Observers, at the discretion of the UMN President, under the provisions of Bye-Law 3.4.5.

BD-17/91 Tribute to Elizabeth Franklin Miss Elizabeth Franklin came to Nepal in 1956 together with a group of Nepali speaking national (Indian) Christians from the Darjeeling area in North East India. Many of them have till this day been key people in the growth of the Nepali church.

Miss Franklin was instrumental in establishing and running the Mahendra Bhawan Girls School in Kathmandu, one of the first educational institutions for girls in the country. Miss Franklin had outstanding abilities in teaching, leadership and administration. During her 14 years of service in Nepal, she influenced many of her staff and co-workers. Many of her students are today in various leadership positions. On a personal level she was also able to provide encouragement and confidence to many of the national Christian leaders.

The high educational standard and the strict discipline of the Mahendra Girls High School often put Miss Franklin under pressure from rich and influential people to accept their daughters in giving them preference. Miss Franklin was very careful in treating everyone equally, regardless of creed, cast or influence. In this respect she was a "pillar of strength" and a good model of God's equal and unchanging love to all and everyone.

After her retirement in 1970 she continued to minister to Gorkha soldiers and Nepali students in Great Britain. Miss Franklin died in August 1991. A memorial assembly was held for her in Mahendra Bhawan in August. We thank God for every memory of Elizabeth Franklin.

BD-18/91 Nominating Committee A Nominating Committee had been appointed early in the meeting to bring to the Board of Directors recommendations for the appointment of Executive and Finance Committee members for the coming year. The Nominating Committee comprised: Terry McMullan (Convenor), Barbro Carlsson, Wynn Flaten, Fredi Grob, Mannu Rongong.

**It was RESOLVED** to request the Executive Committee to examine the procedure for nominating the Executive and Finance Committees, and report back to the 1992 Board of Directors meeting.

BD-19/91 Executive and Finance Committees On the recommendation of the Nominating Committee, **it was RESOLVED** to appoint the following persons to serve on these committees for the year 1991/1992

a) Executive Committee

President	Jorgen Norgaard Pedersen
Vice President	Ronald Yoder
Other Members	Terril Eikenberry Jiwan Gurung Einar Kippenes Joy Knapman Sarla Lall Warner Luoma Tirtha Thapa Erling Wennemyr

b) Finance Committee

Chairman of Finance Committee	Erling Wennemyr
Chairman of Board of Directors	Jorgen Norgaard Pedersen
Other Member of Finance Committee	Ronald Yoder

BD-20/91      Date of Future Meetings    It was RESOLVED to set these as follows

Finance Committee	April 27, 1992
Executive Committee	April 29 - 30, 1992
Finance Committee	November 23, 1992
Executive Committee	November 25 - 26, 1992
Board of Directors	November 28 - 30, 1992
Finance Committee	May 8, 1993
Executive Committee	May 10 - 11, 1993
Finance Committee	November 16, 1993
Executive Committee	November 18 - 19, 1993
Board of Directors	November 21 - 23, 1993

BD-21/91      Vote of Thanks    Sincere appreciation was expressed to the Executive Director and UMN staff for work in preparing the papers, with specific mention of the Treasurer and the Personnel Secretary for their valuable contribution over the past years of service to the UMN. There was a special word of confidence expressed to the Executive Director for beginning the process of strategic planning which will provide UMN with a clearer identity. Earlier in the meeting greetings from the former Executive Director, Howard Barclay, were received. Appreciation was also expressed to the Chairman for his leadership of the meeting.

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

Minutes of the  
UMN EXECUTIVE COMMITTEE MEETING

held in Kathmandu on November 20 - 21, 1991

The Executive Committee meeting was held at UMN Headquarters, Thapathali and lasted two full days. Terril Eikenberry and Rajendra Rongong led each of the opening devotions.

Roll Call Members were present except as indicated

President	Jorgen Norgaard Pedersen
Vice President	Ronald Yoder
Other Members	Terril Eikenberry Einar Kippenes Joy Knapman Sarla Lall (absent) Warner Luoma Mannu Rongong Rajendra Rongong Erling Wennemyr
Ex-Officio	Edgar Metzler, Executive Director Lynn Miller, Treasurer Graeme Gugeri, Personnel Secretary Mark Keller, Education Secretary Wynn Flaten, Engineering & Industrial Dev Secr Tjerk Nap, Health Services Secretary Jim Alexander, Rural Development Secretary P V Chandy, Missionwide Support/Headquarters Alan McIlhenny, Education Representative Tim Ruohoniemi, Engineering & Industr Dev Repr Val Collett, Health Services Representative Thomas Doehe, Rural Development Repr
Coopted parttime	Chester Raber, Strategic Planning Consultant Corry Nap, Nepali Church Liaison Norma Kehrberg, Dhading Techn Adv Group Coord Suzanne Linnell, Asst to the Personnel Secr Mary Lewis, Medical Coordinator Henk Chevalking, Assistant Education Secretary Trevor Durston, Asst Engin & Industr Dev Secr Mona Bomgaars, Assistant Health Services Secr Stan Freyenberger, Assistant Rural Dev Secr Olof Konnebäck, Information Officer
Support Staff	Anna-Karin Erikkson, Asst to the Executive Dir David Stevens, Planning & Evaluation Advisor
Agenda	The agenda was accepted as presented.

EC(2)-1/91 Confirmation of Minutes The Minutes of the meeting held on April 24 - 25, 1991 had been circulated to members.

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

EC(2)-2/91 Executive Director's Overview The Executive Director's overview reflected the political developments in Nepal since the first parliamentary elections in 30 years were held in May; the first Nepali Christian non government organisation being registered with HMGN; and the positive reputation UMN enjoys with the new government. The report was accepted with appreciation to the Executive Director and all UMN personnel for their work. (Appendix I)

EC(2)-3/91 Strategic Planning BD-12/90, EC(1)-3/91 c), EC(1)-19/91 Prior to the Executive Committee meeting, the members met for a half day strategic planning work session. The strategic planning exercise had been commissioned by the April 1991 Executive Committee as a way of developing a plan of implementation, including criteria for evaluating UMN's forward movement on the Long Term Strategy Guidelines approved by the Board of Directors in 1990.

Recommendations were brought from the working session, and it was RESOLVED

- 1 that the strategic planning process is affirmed and should continue;
- 2 to adopt the content of the Mission and Strategy statements as a foundation for the ongoing strategic planning process; and
- 3 to affirm the missionwide responsibilities of the Coordinating Committee in working with the Executive Director to carry forward the process of the strategic planning.

(Note BD-7/91)

EC(2)-4/91 UMN Values Arising out of EC(1)-3/91 on UMN's Christian identity, it was reported that a process of identifying the values that inform and shape UMN has begun, including consultation with Appointees and Nepali staff, but has not yet been concluded. The UMN Administration was encouraged to carry the process forward, and present a proposed statement of values no later than to the November 1992 Executive Committee meeting.

EC(2)-5/91 Secondments EC(1)-3/91 d) A progress report was presented on present UMN secondments, future opportunities, financial and human support structures needed. The report was received with appreciation, noting that the area of secondments has been recognised as a strategic issue to be given priority, and that progress will be reported to the April 1992 Executive Committee meeting.

EC(2)-6/91 Relationships with Nepali churches BD-11/90, EC(1)-4/91 The April 1991 Executive Committee meeting had requested the UMN Administration to explore ways of establishing a working group to advise on how and with whom UMN should relate regarding questions of needs, priorities and ways of working with the Nepali churches. The Executive Director reported that attempts of establishing an advisory group had so far been unsuccessful; that UMN has recently appointed a Nepali Church Liaison; that the Nepali churches representatives to the UMN Board of Directors have this year been nominated by the Nepali churches; and that UMN is playing an advisory role to the Nepal Christian Fellowship in their newly started response to requests received from believers in North Dhading.

The report was received, and **it was RESOLVED** to request the UMN Administration to consult with other international Christian organisations in order to work toward a unified way of responding to requests; and to present a progress report to the April 1992 Executive Committee meeting.

EC(2)-7/91 UMN Membership The Executive Director reported that several Asian churches have shown interest in joining UMN, and that the Lutheran Church in the Philippines has submitted an application for UMN membership. The report was received noting that the application will be considered by the Board of Directors.

EC(2)-8/91 Role of UMN Board of Directors BD-16/90, EC(1)-32/91 During the 1990 Board of Directors meeting, the Executive Committee was asked to study the role of the UMN Board, Executive Committee and Coordinating Committee, and to review the frequency of Board meetings. The April 1991 Executive Committee appointed a sub-committee to address the above request. The sub-committee's report was delivered to the November 1991 Executive Committee.

**It was RESOLVED** to recommend to the Board

- 1 In the interest of the on-going spirit of unity, ownership and responsibility, the Member Bodies should continue the present practice of holding annual Board of Directors meetings.
- 2 In the interest of a clearer understanding of the roles of the Board of Directors, the Executive Committee, and the Coordinating Committee, the sub-committee will bring a proposal for possible changes in the role and functions of the three groups to the Executive Committee, no later than November 1992, for presentation to the 1992 Board of Directors meeting.

EC(2)-9/91 Department Overviews, Annual Reports and Financial Statements for 1990/1991 Department overviews were presented by the four Department Secretaries, Personnel Secretary, Treasurer and Executive Director. The overviews were received together with annual summary reports and financial statements for each project.

**It was RESOLVED** to approve the department overviews, found as appendices as listed in BD-6/91.

EC(2)-10/91 Long Term Plans and Budgets

- a) Rural Development Department EC(1)-14/91, FC(2)-21/91 It was RESOLVED to approve the Rural Development Long Term Strategic Plan and Budget for 1991/1996, noting that the asset ownership of the capital office budget will remain with Missionwide Support Project/Headquarters. The UMN Administration was encouraged to develop such department long term strategic plans and budgets, within the context of the missionwide strategic planning process. (Appendix 43)
- b) Village Leathergoods Training Project EC(1)-18/91, FC(2)-19/91 It was RESOLVED to approve the operational plan and revised budget for 1991/1995, noting that this is a project life time plan. Major revisions to the plan will be brought to the Executive Committee for approval and biannual reports for information. (Appendix 44)

EC(2)-11/91 Kathmandu Valley Campus EC(2)-10/90, EC(1)-9/91 A report was received for information on the newly started UMN involvement in the Kathmandu Valley Campus following the Letter of Understanding having been signed in August 1991.

EC(2)-12/91 Guidelines on UMN Involvement in the Non Government Education Sector Guidelines for UMN involvement in the Non Government sector in education were approved in EC(2)-9/90. The Education Secretary reported on the utilisation of the guidelines over the past year, and suggested some amendments.

The report was received for information, and it was RESOLVED to approve the amendments to the guidelines. (Appendix 45)

EC(2)-13/91 Income Tax Liabilities FC(2)-12/91 A report was received on the unanticipated income tax liabilities in the UMN related companies, and ways of handling these presently and in the future.

EC(2)-14/91 Engineering & Industrial Development Agreements EC(2)-17/90, EC(1)-10/91 It was reported that the following agreements have been officially submitted to HMGN: Butwal Technical Institute (BTI), Institute for Technology & Industrial Development, and Andhi Khola Hydel & Rural Electrification Project Phase II. The report was received, and the FC(2)-15/91 action regarding turnover of BTI assets was affirmed.

EC(2)-15/91 Future Hydropower Project EC(1)-12/90, EC(2)-13/90, EC(1)-13/91, FC(2)-14/91 The Engineering & Industrial Development Secretary reported that there is the possibility of involvement in the 45 MW Khimti Khola Project, and that a feasibility study is being undertaken. UMN would only be involved in an indirect way through the Butwal Power Company facilitating the project. The report was received.

EC(2)-16/91 Lalitpur Community Development & Health Project EC(1)-6/91 c) An operational action plan for Lalitpur Community Development & Health Project was **received** for information. The action plan supplements the 1991/1992 annual plan and provides a tool for prioritising the activities. (Appendix 46)

EC(2)-17/91 Medical Supplies Department EC(2)-24/87 It was reported that the Letter of Intent between the International Nepal Fellowship and the UMN covering the operations of the Medical Supplies Department has been reviewed and been found satisfactory. The report was **received**.

EC(2)-18/91 Trial Division of Okhaldhunga Community Health EC(1)-6/91 d) An evaluation to assess the trial division of Okhaldhunga Community Health Programme into a Primary Health Care Programme and a Rural Development Programme has been carried out. It was reported that the separation of the two programmes will be continued and that the suitability of both programmes to remain under the Health agreement will be considered. The report was **received** for information.

EC(2)-19/91 Urban Development Policy Statements EC(1)-13/90 In line with the strong support expressed by the Executive Committee for continued planning and involvement in urban development, policy statements had been developed and were presented. These policy statements will guide any new programme targeting urban development.

**It was RESOLVED** to approve the policy statements for future urban development work. (Appendix 47)

EC(2)-20/91 UMN Hospital Sustainability Study FC(2)-9/89, EC(2)-17/89, FC(1)-6/90, EC(2)-30/90, FC(1)-14/91, EC(1)-26/91, FC(2)-8/91, FC(2)-9/91 The Health Services Secretary reported verbally on a South Asia Hospital Survey and a study tour in India to learn from experiences on possible ways of making hospitals self-sustainable. A short term consultant will be available in early 1992 to initiate the UMN Hospital Sustainability Study.

The report was received for information, and **it was RESOLVED** to affirm the action in FC(2)-7/91 accepting the following subsidy levels to serve as a guideline for the budgeting process of 1992/1993: Patan Hospital 26 %, Tansen Hospital 31 %, Amp Pipal Hospital 55 % and Okhaldhunga Hospital 60 %.

EC(2)-21/91 Nursing Campus Property Title Transfer The action in FC(2)-10/91 was affirmed with six members voting in favour and one member voting against the transfer of title for the land and buildings.

**It was RESOLVED** to forgive any and all claims on Nepal Hydro Electric Pvt Ltd (NHE) with regard to deposit paid by UMN to NHE for the purpose of and at the time of purchasing land (plot # 589 with an area of 8 ropani 8 annas and plot # 591 with an area of 3 ropani 1 annas) situated in Lalitpur Municipality, Ward # 3, Sanepa and the buildings thereon, upon transferring the said

landed property from the name of NHE to that of Lalitpur Nursing Campus, under Institute of Medicine, Tribhuvan University, free of cost.

EC(2)-22/91 UNICEF Funding The FC(2)-11/91 action was **affirmed** regarding accepting funding from UNICEF for Lalitpur Community Development & Health Project for reconstruction of urban drinking water wells in Patan, with the request that expenditure be delayed, and a plan be presented to the April 1992 Executive Committee for approval.

EC(2)-23/91 Medical Screening Procedures EC(1)-9/87, EC(2)-6/89 After a two year trial period, when the member bodies were offered to choose between two options on medical screening procedures of new applicants to UMN, the procedures were reassessed. The Medical Coordinator recommended that this be continued with some amendments.

**It was RESOLVED** to request the Medical Coordinator to communicate with the member bodies regarding helpful concerns expressed; and reaffirm the existing medical screening procedures where member bodies have the choice of the following two options

- a) The member body informing UMN that the applicant has been medically and psychologically screened according to UMN Health Criteria; and the Appointee handing over medical reports to the Medical Coordinator on arrival in Nepal; or
- b) The member body sending full medical and psychological papers to UMN for screening.

EC(2)-24/91 Search for Treasurer The Personnel Secretary reported on possible candidates for the post of UMN Treasurer. Depending on interim arrangements, a search committee might be needed to be appointed by the UMN President no later than April 1992. It was also noted that recruitment of a Personnel Secretary is an urgent need.

EC(2)-25/91 New Appointees Accepted The acceptance of the following new Appointees to work with the UMN was **affirmed** with thanksgiving.

Torres Gilje, Financial Manager, and Eva Gilje, Teacher, NHAM  
Ruby Hancox, Nursing Tutor, MCOD

Richard Harding, Doctor, and Suzanne Harding, Educator, PC USA  
Andrew Keenan, Laboratory Technician, and Rachel Keenan, Nurse, Interserve

Juha Lind, Doctor, and Elina Lind, Doctor, FELM  
Glyn Mawson, Accountant, and Wendy Mawson, Secretary, Interserve  
Ray Mawson, Accountant, and Hazel Mawson, Clerical Worker, Interserve

John Phillips, Manager, and Sally Phillips, Housing Administrator, Interserve

Kaarla Suomela, Dentist, and Maija Suomela, Homemaker, AG  
Craig Taylor, Teacher, and Maxine Taylor, Teacher, PCC  
Jeremy Thake, Mechanical Engineer, and Rachel Thake, Primary School Teacher, TF UK

EC(2)-26/91 Appointees Leaving Nepal The following personnel have left/are leaving Nepal before June 1992. Of these, some are returning to Nepal after a regular period of home leave, and others are not returning directly after home leave. The Executive Committee expressed sincere gratitude for the past term of service to the following UMN personnel; and affirmed the relevant Coordinating Committee actions taken.

Ingrid Ammitzboll, Nurse Tutor, DSM  
Jane Andrews, Administrator, BMS  
Praiypadathu (P V) Chandy, Administrator, and Annie Chandy, Teacher, UCC  
Cleve Chevassut, Doctor, and Alison Chevassut, Midwife, Interserve  
Marlene Evans, Nurse Tutor, PCI  
Stan Freyenberger, Agriculturalist, Jane Freyenberger, Nutritionist, MBM  
Graeme Gugeri, Personnel Manager, Interserve  
Thomas Hasselberg, Doctor, and Birgit Hasselberg, Educator, DU  
Kaarina Heikkilä, Non Formal Education Worker, FELM  
Caroline Hinchliffe, Teacher, Interserve  
Kuni Ito, Doctor, JOCS  
Elly Jensen, Nurse, DSM  
Nel Kouwenhoven, Teacher, Interserve  
Ruth Lee, Anaesthesia Nurse, KCMEA  
Doug Lygo, Accountant, MCOD  
Nancy McGaughey, Community Health Nurse, PC USA  
Irmeli Merilainen, Dentist, FELM  
Debbie Mitchell, Accountant, W Ch  
Satoshi Mori, Agriculturalist, and Masako Mori, Writer, JAM  
Edgar Metzler, Director, and Ethel Metzler, Psychotherapist, MBM  
Katie Norris, Non Formal Education Worker, BMS  
Gillian Norval, Horticulturalist, Interserve  
Mark Ortman, Accountant, and Lori Ortman, Accountant, MCC  
John Padgett, Doctor, and Sally Padgett, Physiotherapist, Interserve  
Gary Parkes, Surgeon, and Deborah Parkes, Toxicologist, Interserve  
Eija Pohjosenperä, Community Health Nurse, FELM  
Gordon Russell, Engineer, and Ruth Russell, Doctor, CMS A  
Tore Skeie, Engineer, and Ragnhild Skeie, Laboratory Technician, NHAM  
David Stevens, Planning Evaluator, and Carol Stevens, Physiotherapist, Interserve  
Aart Stolk, Engineer, Ineke Stolk, Teacher, Interserve  
Christine Stone, Teacher, CoS  
Kima Tochhawng, Health Educator, and Vani Tochhawng, Administrator, PCSM  
Val Tuffin, Nurse, Interserve  
Antti Turakka, Forester, FELM  
John Vandenberg, Income Generation Worker, MCC

EC(2)-27/91 Coordinating Committee Minutes The Minutes of the Coordinating Committee and the Extended Coordinating Committee meetings held since May 1991 were received and noted.

EC(2)-28/91 Finance Committee Minutes The Minutes of the Finance Committee held on November 18, 1991 were received and noted.

It was RESOLVED to confirm and endorse the actions taken, with thanks to the Finance Committee for its assistance in financial matters.

EC(2)-29/91 1992/1993 Budgeting Guidelines The actions of FC(2)-25/91 and FC(2)-26/91 were **sanctioned** giving the UMN Administration parameters for increases in cost of living and salary for the 1992/1993 budgeting process. It was noted that a remuneration policy is being developed and will be presented to the Executive Committee for approval.

EC(2)-30/91 Provident Fund Rules It was RESOLVED to confirm the action of FC(2)-27/91 amending the rules on interest payout rate arising from the Provident Fund. (Appendix 48)

EC(2)-31/91 Preparation for Board of Directors Meeting There was a verbal report on the plans and arrangements for the Board of Directors meeting 1991.

EC(2)-32/91 Dates of Meetings A proposed set of dates for the Executive Committee and Board of Directors meetings in 1992 and 1993 were amended and recommended to the Board of Directors.

EC(2)-33/91 Vote of Thanks Sincere gratitude was **expressed** to the UMN Administration, the Executive Committee and its Chairman. There was specific mention and appreciation expressed to Mannu Rongong and Rajendra Rongong for their contribution to the Executive Committee as they conclude their service in this capacity.

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

Minutes of the

UMN FINANCE COMMITTEE MEETING

held in Kathmandu, on November 18, 1991

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

Roll Call Members were present as follows:

Chairman of the Finance Committee	Ronald Yoder
Chairman of the Board	Jorgen Pedersen
Other Member of Finance Committee	Erling Wennemyr
Executive Director	Edgar Metzler
Treasurer	Lynn Miller
Ex-Officio Members, part time	Mark Keller
	Wynn Flaten
Co-opted, part time	Tjerk Nap
Recorder	Jim Alexander
	Trevor Durston
	Chester Raber
	Doug Lygo

Agenda The agenda was adopted as presented by the Treasurer.

FC(2)-1/91 Confirmation of Minutes

The Minutes of the meeting held on April 22, 1991 were accepted and confirmed as correct.

FC(2)-2/91 Review of 1990/91 Financial Statements

The Treasurer presented the consolidated and detailed financial statements for 1990/91 and highlighted significant items. An unallocated surplus of Rs. 20.7 million was reported resulting from a large foreign currency translation gain of Rs. 22.9 million due to the unusual devaluation of the Nepal rupee this year.

The Treasurer also presented a two year comparison of the organization's reserve status and summary expenditure trends over the past five years.

It was RESOLVED to recommend to the Executive Committee that the financial statements for 1990/1991 be accepted.

FC(2)-3/91 Allocation of 1990/1991 Surplus

It was resolved to recommend to the Executive Committee that Rs. 19,218,561 of the year-end surplus (Rs. 20,756,061 less Rs. 1,537,500 earmarked for a supplementary budget - see FC(2)-5/91) be allocated to the Investment Fund.

FC(2)-4/91

Supplementary/Revised Budgets for 1990/91

Supplementary budget requests already approved by the Coordinating Committee under existing policy were confirmed and are listed following FC(2)-36/91.

It was RESOLVED to recommend the following larger items to the Executive Committee for approval. It was also reiterated to administration that supplementary budget items should not be implemented prior to their final approval.

Tansen Hospital Capital Equipment

Operating Table Nrs. 106,000

Tansen Hospital

Building Programme Nrs. 1,400,000

Okhaldhunga Hospital

Building Programme Nrs. 500,000

Gorkha Community Health Programme

Planned Expansion of NFE Nrs. 142,000

HQ/MSP Capital Equipment

and Furniture Nrs. 635,100

Comm Dev'l and Health Programme

Revised Budget (additional amt.) Nrs. 930,800

FC(2)-5/91

Budget Revision due to July 1991 devaluation of rupee

The Treasurer reported that Rs. 6,150,200 of 1990/91 approved capital budget expenditures were not yet purchased at 16 July 1991 year end. Recognizing that these expenditures will now be greater due to the unusual devaluation of the Nepali Rupee in 1990/91, it was RESOLVED that an additional amount, up to Rs. 1,537,500 (25% of Rs. 6,150,200), be approved as a supplementary budget and funded from the 1990/91 unallocated surplus.

Further, it was RESOLVED to approve an amount of Rs. 11,500,000 for revision of 1991/92 capital budgets (25% of Rs. 44,844,850) due to the July 1991 devaluation of the Rupee.

FC(2)-6/91

Hospital Operating Trends

The Health Services Secretary (HSS) presented a report which showed that costs over the past several years have increased at a higher rate than the cost of living in our hospitals. Concern was expressed about how this effects our ability to meet the needs of the poor and it was RESOLVED to refer this concern to the Executive Committee.

FC(2)-7/91 Proposed Hospital Subsidy levels 1992/1993

The HSS presented a report in which the percentages proposed were lower than those budgeted in 1990/1991 and 1991/92 but higher than the 1990/91 actuals. It was RESOLVED to recommended the acceptance of the subsidy level guidelines in building the 1992/93 budgets of the hospitals as follows: Patan Hospital 26%, Tansen Hospital 31%, Amp Pipal Hospital 55%, and Okhaldunga Hospital 60%.

FC(2)-8/91 Delhi Trip Report

The HSS reported on his recent visit to Delhi in which issues surrounding hospital sustainability were looked at within the Indian experience. He also noted that there are prospects of a short term nursing consultant visiting Tansen during the next few months.

Administration was encouraged to explore Indian models for holding in trust the assets of our institutions to protect the interests of the institutions and the people they serve.

FC(2)-9/91 South Asia Hospital Survey

The HSS presented a written report of his observations and conclusions from a survey carried out in 1990 and covering sixteen hospitals from six different countries. All of the hospitals surveyed, with one exception, needed external funds in addition to patient fees to cover recurring expenditure the subsidy needed varied from 5% to 100%.

FC(2)-10/91 Nursing Campus Property Title Transfer

It having been established that Nepal Hydro and Electric, plc., the UMN related company presently holding title to the land in Sanepa on behalf of UMN and the Nursing Campus, is unable to purchase the vacant portion at market rates and that the funds used to purchase the land were designated by the donor to develop facilities for nursing education, it was RESOLVED that both plots of land (#589 and 591) be transferred into the name of Lalitpur Nursing Campus with the understanding that development of the lower portion of the property will be restricted to providing an income-generating resource for the Campus' operational budget.

FC(2)-11/91 Proposal for funding of C.D.H.P by UNICEF

The HSS presented a proposal to accept Nrs. 1,000,000 from UNICEF to be used for reconstruction of urban drinking water wells in Patan. It was RESOLVED to approve acceptance of the funds with expenditure to be delayed until the plans are approved by the FC/EC at its next meeting.

**FC(2)-12/91 Tax Problems in the UMN Related Companies**

The Engineering and Industrial Development Secretary (EIDS) reported on the steps being taken by the various companies to appeal against the high assessments made by the Income Tax Office over the past several years of activities.

**FC(2)-13/91 Public vs Private Limited Companies**

The EIDS presented a paper outlining the advantages and disadvantages of one or two of the companies applying for Public Limited Company status. The Committee encouraged administration to continue to study this alternative but also to consider the philosophical issues involved should UMN continue to be a shareholder in a company that might act differently than it would under UMN control.

**FC(2)-14/91 Future Hydel Power Project Update**

The EIDS presented a report on the Khimti Khola Hydroelectric Project and the possible cooperation between the UMN-related companies and Nordic companies in both the feasibility study and construction phases. UMN would not be expected to execute any agreements for this project. Since UMN would not be directly involved in financing such a project, the matter was referred to the Executive Committee.

**FC(2)-15/91 BTI handover-financial parameters**

The EIDS presented a report giving details of the financial implications involved in the handover of BTI to CTEVT.

It was RESOLVED to recommend to the Executive Committee that the proposals contained in the report be used in negotiations with CTEVT in the handover discussions.

**FC(2)-16/91 Reserve Fund proposal for DCS**

The EIDS recommended the setting up of a reserve fund to cover extraordinary financial liabilities arising from research and development work in DCS.

It was RESOLVED to not approve setting up such a reserve fund, but that if funding needs arose from such involvements they should be handed on a case by case basis.

**FC(2)-17/91 Report on BWI Liquidation**

The EIDS presented an interim report showing that the expected loss to UMN will be Rs. 287,828 on the working capital fund plus all of the Rs. 55,000 share capital. No decision will be taken by the Finance Committee until submission of the final report.

FC(2)-18/91 It was RESOLVED to increase the maximum guarantee levels of the Companies to Rs. 4.5 million (from Rs. 3 million) with a maximum of Rs. 1.5 million (from Rs. 1.0 million) for anyone company.

FC(2)-19/91 Village Leathergoods Project Revised Budget

The Rural Development Secretary (RDS) presented a revised budget and reported that this had resulted from consultations with the newly appointed Programme Director.

It was RESOLVED to recommend to the Executive Committee that the revised budget be accepted.

FC(2)-20/91 Revised Planning and Budgeting Procedures

The RDS presented proposals for handling project life budgets (5 year life maximum) whereby annual planning and budgeting would no longer be approved above the department level unless revisions greater than 15% of annual budgets are required. The administration was encouraged to introduce this system in other departments as well to ensure a uniform system of administrative procedure throughout the mission.

FC(2)-21/91 R.D. Department Long Term office budget

It was RESOLVED to recommend the acceptance of the long term office budget to the Executive Committee pending their approval of the longterm plan. The administration was encouraged to get all departments to work towards a similar method of cost reporting at the department level. Administration was encouraged to allocate capital budgets to department office budgets for costing and funding purposes but that control and ownership should remain missionwide.

FC(2)-22/91 Gandaki Boarding School Capital Development Plan Update

The Treasurer presented a report showing that there was a significant balance of funding remaining. It was proposed that up to Rs. 3 million of this surplus be allocated for the construction of a much needed boys' hostel for grades 11 and 12.

It was RESOLVED that, subject to the agreement of the donor, to recommend that the Executive Committee approve the allocation of Rs. 3 million for boys' hostel for grade 11 and 12. Furthermore the Ed. Sec. was encouraged to make proposals for use of the remaining balance and to recommend to FC/EC how it could be spent within the education department budget.

FC(2)-23/91 Strategic Planning Process

Chester Raber, strategic planning consultant, joined the group for a discussion regarding strategic planning and the financial information needed in a mission-driven organization. A format for summarizing financial information by programme unit, by department, and missionwide was presented for discussion.

A desire was expressed for information that would help identify who is benefitting from the resources and who is providing the resources. Information which would monitor our progress in meeting our strategy to capability development was also noted.

The Committee encourages the Mission to move toward a three year forward looking planning and budgeting process across all levels of the organization.

FC(2)-24/91 Follow-up Report on January 1991 Remuneration Actions

In response to the previous meeting's minute FC(1)-25/91, the Treasurer reported that the extraordinary onetime payment to staff given in January 1991 was generally funded within the 1990/91 budget parameters causing minimal adverse effect to the reserves position. In some cases vacant posts were not filled in an effort to stay within overall budgets.

FC(2)-25/91 1991/92 Staff Salary Scale Action

It was agreed that the Committee's action by telephone vote on 29 August 1991, should be recorded. The action taken was as follows: RESOLVED to approve that, effective 17 July 1991, position levels 1-6 receive a Rs. 50.00 increase in addition to the Rs. 300.00 granted in January 1991, and that the remaining position levels for which Rs. 300.00 does not provide an increase equal to 12% cost-of-living are to receive an amount to equal 12% increase; and that no further increases are to be granted for 1991/92.

This action results in an overall increase of approximately 16% over July 1990.

FC(2)-26/91 Salary/Benefits cost parameters for 1992/1993 budgets

The Treasurer presented a report indicating that, due to the impact of devaluation and drop in food production this year annual cost of living will likely be in the order of 20%.

It was RESOLVED to recommend to the E.C. that salary/benefits budget parameters for 1992/93 should be set at 20%.

The Committee awaits the development of a statement which clearly articulates UMN's remuneration policy (ref. FC (1)-25/91).

**FC(2)-27/91 Provident fund payment of interest**

It was RESOLVED to recommend to the E.C. the approval of the proposed new wording for section 8 of the UMN Employee Provident Fund rules. (Attachment 48)

**FC(2)-28/91 Proposal to raise minimum amount for capitalization of fixed assets.**

It was RESOLVED to recommend to the Executive Committee that the minimum level for capitalization of fixed assets be raised to Nrs. 10,000 from 1992/1993 in accordance with the Treasurer's proposal.

**FC(2)-29/91 Budgeting Structure and allocation to Programme Units for HQ/MSP**

The Treasurer Presented an example of an Income and Expenditure Statement which incorporated an apportionment of overheads to each department on a percentage basis. The F.C. encouraged the Treasurer to proceed along the proposed lines and to fully implement such a system at the earliest opportunity.

**FC(2)-30/91 Revision of existing maximum amount of supplementary budget approval by CC**

It was RESOLVED that, in accordance with UMN Byelaw 6.4.7, the Coordinating Committee be authorized to approve Supplementary budget items up to Rs. 175,000 (with reference to present COL index of 232.7 stated in 1983/84 figures). This amount shall automatically be adjusted to equal any changes in the National Urban Consumer Price index as published by the Nepal Rastriya Bank.

**FC(2)-31/91 Budgeting/reporting policy of staff training and development costs**

The Treasurer presented proposed budgeting guidelines for Nepali staff training costs and these will be included in the Policy and Procedures manual. (Attachment 49)

**FC(2)-32/91 Financing training/skill development costs of expatriates**

The Treasurer reported that there is a need from time to time to include expatriates in staff development seminars and workshops. A policy is being developed to give guidance as to when such cost may be paid from programme funds and when training costs for expatriates must be paid by their sending bodies.

FC(2)-33/91 Investment Status Report

A report on the current investment was received and noted.

FC(2)-34/91 HQ/MSP Year-to-Date Statement

A year-to-date financial statement for the Missionwide Support Project was received and noted.

FC(2)-35/91 Income Tax on Rent paid to Landlords

The Treasurer reported that Income Tax was now being deducted, at source, from all landlords.

FC(2)-36/91 Appreciation

The chairperson expressed appreciation on behalf of the Committee to Doug Lygo for the good work he has rendered for this Committee as recorder over the past two years and as a staff person in the treasurer's office.

The meeting was closed with prayer remembering Doug and his future as well as a prayer of thanksgiving for all who are working with UMN and its ministry here in Nepal.

3. SUPPLEMENTARY BUDGET

a) CC-84/91 (1990/91 Budget)

<u>Mental Health Programme</u>		
Dhulikhel Jail	NRs.	93,300
Filing Cabinet (reallocation)	NRs.	<u>9,500</u>
		102,000

<u>Jajarkot (1990/91 Budget)</u>		
Area Service Office -Rent	NRs.	4,000
-Furniture	NRs.	<u>10,000</u>
		14,000

b) CC-129/91 Tansen Hospital, Capital Equipment

Electronic Suction	NRs.	68,000
Oxygen Concentrator	NRs.	<u>50,000</u>
		118,000

c) CC-166/91 National Meeting on School maths Curric. NRs. 73,710

d) ECC-78/91 Butwal Technical Institute  
To repair a BTI building severely damaged by wind NRs. 43,500

<u>Andhikhola Project</u>		
Solar Battery Charger to be used in the functional Adult Literacy class Programme	NRs.	9,000

e) ECC-89/91 Non-formal Education

Office Renovations (20,000 already approved)	NRs.	12,000
Functional Literacy Materials	NRs.	<u>15,000</u>
		27,000

f) ECC-122/91 Nutrition Consultant

Video Unit:	NRs.	46,000
Camera, TV Monitor, VCR	NRs.	<u>4,100</u>
Office Supplies		50,100

<u>Gorkha Community Development</u>		
Purchase of a weighing Machine	NRs.	10,000

g) CC-176/91 Non-Formal Education Support Programme

Video Production	NRs.	31,130
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<u>Okhaldhunga Hospital</u>		
Nutrition Rehabilitation Centre	NRs.	54,600

h) CC-192/91 Butwal Guesthouse

2 Fridges	NRs.	70,000
14 Burner Electric Stove	NRs.	20,000
10 Table Fans	NRs.	<u>20,000</u>
		110,000

i) ECC-127/91 Forwarding of UNDCP funds to NGOs Supported by DAPP

Youth Vision	NRs.	228,900
DAPAN	NRs.	<u>284,460</u>
St. Xavier's Social Services	NRs.	<u>75,000</u>
		588,360

Coordinating Committee Executive Actions

1. BANK ACCOUNTS See the following Coordinating Committee Minutes for details:

CC - 167/91

2. EMPLOYEE/APPOINTEE MATTERS

- a) CC-151/91 Vehicle reimbursement It was RESOLVED to approve these rates effective immediately

Motorcycle 2.25 NRs/km  
Car 5.00 NRs/km

- b) CC-152/91 Travel reimbursement for Expatriate Workers It was RESOLVED to maintain the present system of travel reimbursement for expatriate workers as it is, ie actual expenses up to a maximum of NRs 170/day deducted by NRs 50/day.

- c) CC-157/91 Discontinuance of Transportation Facility It was noted that the transportation facility to HQ/MSP staff will be discontinued effective Asoj 1, 2048 (September 17, 1991).

- d) CC-165/91 Amendments to the Appointees Manual The following changes to the Appointees Manual were approved

21.5.2 Directors are authorized to enter into a written agreement for the temporary use of personally owned property with a maximum value of Rs. 15,000. Agreements regarding property with a value above Rs. 15,000 must be approved by the UMN Treasurer channeled through the programme unit Director.

26.1.8 Annual leave should be taken within each full year of service. For less than a full year of service annual leave will be provided on a pro rata basis.

26.3 Home leave will be granted to Appointees after such period as their Member Bodies or Sending Bodies decide. Mid term breaks arranged for Appointees by Member Bodies or Sending Bodies will be regarded as being home leave. Appointees taking home leave will in addition be allowed annual leave on a pro rata basis for the time they are in Nepal.

- e) CC-112/91 New Rules for Annual Leave It was RESOLVED to give Appointees 23 days Annual Leave, plus 10 days of fixed holidays to bring it in line with the new rules for employees.

f) CC-131/91 Accident Insurance It was RESOLVED that UMN will provide its employees with a 24 hour accident insurance policy to replace the current rules of one year's salary in event of death. The changes to the Policy of Employment related to this are as follows:

- 1) UMN will provide a non contributory 24 hour cover accident insurance for all employees. Compensation for death or permanent disability may be claimed following an accident, and paid according to the decision of the insurance company.
- 2) The maximum amount insured per employee is:

Level 1 - 3	Rs 100,000
Level 4 - 6	Rs 125,000
Level 7 - 11	Rs 150,000
- 3) UMN will offer the following additional coverage to its employees while on duty:
  - 1) If, in the course of duty for the Project/Programme, an employee suffers an accident or is attacked and robbed, the UMN shall provide any necessary medical care and permit leave with pay as necessary for recovery, without deducting such leave from annual or sick leave. An employee has the right to stay as a member of the Medical Insurance Scheme and no change shall occur regarding his membership in Provident Fund, after the accident.
  - ii) If, as a result of an accident or attack and robbery during the course of Project/Programme duty, an employee suffers a disability preventing employment, UMN shall pay a monthly allowance as decided by the Coordinating Committee of UMN. The total amount paid should not exceed one year's present salary.

f) CC-135/91 UMN Allowance Schedule It was RESOLVED to accept the following recommendations from PPC, to take effect from 1st Shrawan 2048/17th July 1991.

Allowance Changes

1. Incharge Allowance Raise this amount from Rs 3/50 to Rs 5/-
2. On-call Allowances Raise the amounts from Rs 7 to Rs 8, and from Rs 12.50 to Rs 14.
3. Duty Travel within Project

Walking Allowance will be kept at the same level.

The overnight allowance will be simplified to three grades (from the present 5):

levels 1 - 3	Rs 50
levels 4 - 7	Rs 55
levels 8 & above	Rs 60

9. Travel outside of Project Area

b) Overnight Allowance If an employee's work responsibilities involve an overnight stay away from his/her project area, an allowance per night will be paid (in lieu of overtime pay) in order to compensate for possible involvement in work, personal inconvenience and the extra cost of food and lodging compared with home.

The rate per night will be:

Urban areas	-	Rs 125
Rural areas	-	Rs 115
Remote area A	-	Rs 125
Remote area B	-	Rs 145

Urban Areas: Kathmandu, Biratnagar, Pokhara, Birganj, Hetauda, Janakpur, Nepalganj, Dharan, Mahendranagar, Bhadrapur, Narayanghat, Tansen, Butwal, Bhairahawa, Dankuta, Surket (Birendranagar), Tulsipur, Ghorahi & Baglung.

Remote Areas:

A) Baitadi, Darchula, Doti, Bajhang, Achham, Kalikot, Manang, Ramechhap, Solukhumbu, Sankhuwasava and Tehrathum.

B) Mustang, Bajura, Dolpa, Jumla, Taplejung, and Gorkha District Ilaka 5.

Rural Areas: Apart from the above mention areas, all other areas are counted as rural for the purposes of this allowance.

This allowance is payable only for nights away from own project area: eg. If an employee travels on one day, spends two nights away, and returns on the third day the allowance is payable only for the two nights. An employee travelling on a night bus will be eligible to receive this allowance.

c) Travel In India (changes as b) above but with 30% raise at upper levels.)

Overnight Allowance:

If an employee's work responsibilities involves travel to India an allowance per night will be paid (in lieu of overtime pay) in order to compensate for possible involvement in work, personal inconvenience and the extra cost of food and lodging compared with home.

The rate will be: Class A cities 210 IC  
Elsewhere 150 IC

Class A cities:- Bangalore, Bombay, Calcutta, Delhi, Madras.

10. Child Education Allowance A Child Education Allowance may be given under the following conditions:

- a. This allowance will be for confirmed employees only.
- b. Allowance will only be given for employee's own child(ren) or those officially adopted. Written proof (of the latter)

is required.

- c. Children eligible must be educated in age order. (i.e. A girl child cannot be skipped in order to educate a boy in preference).
- d. The allowance will be given for up to 2 children per family at any time. (When one child graduates or reaches the maximum age, another can then be counted).
- e. There must be proof that the child(ren) is/are attending school. This can be an annual school report. The project is responsible to monitor this.
- f. The allowance will be paid from when the student has completed 4 years (48 months) until he/she passes SLC or reaches 18 years of age (216 months), whichever comes first.
- g. No allowance will be paid if a child is receiving a GBS or MBGHS scholarship funded by UMN. Such a scholarship will be in lieu of one child's allowance. (Eg. if one child is studying at GBS with a UMN funded scholarship, then only one other child in the family would be eligible to receive the child education allowance.)
- h. Under current Nepali tax laws this allowance must be considered as taxable income.
- i. In each project location the project administration has the authority to fix the education allowance rate at an appropriate level up to a maximum of Rs. 200/- per child per month.

g) CC-181/91 Accident Insurance of Daily Wage Workers It was approved that Daily Wage Workers be covered by an accident insurance up to a maximum amount of NRs 75,000, with the following wording to be included in the Policy of Employment

"UMN will provide accident compensation to all daily wage employees for any accidents that they incur while they are working for UMN. The rates of payment will be published in a separate schedule ("Accident Compensation for Daily Wage Workers")."

Detailed rules will be drawn up when it is agreed which company UMN will insure its workers with.

h) CC-182/91 On call Allowance It was approved to extend payment of on-call allowance to staff in levels 9 and above.

i) CC-194/91 Hospitalization Insurance Plan The Personnel Policy Committee Secretary brought back the original proposal of UMN Hospitalisation Insurance Plan for time bound contract staff for CC consideration. The Hospitalisation Plan was approved recognising that long term illnesses will be handled on an individual basis.

APPENDIX I

**EXECUTIVE DIRECTOR**  
**Overview Report 1990/91**

1. As I reflect on the past year, my first thought is gratitude to God for the dedication and competence of all those who are part of the UMN staff family, Nepali and expatriate. It is this rich human resource which enables UMN to fulfill its mission. I feel privileged to be part of God's mission in this land at this time.
2. Last year's Annual Meeting theme: "UMN in a changing Nepal," would still be appropriate. The political, economic, social, and religious environment continues to evolve. Nepal's first parliamentary elections in thirty years were held in May. The Nepali Congress won a slim majority, with a strong Communist opposition. During the parliament's first session, members were learning new legislative skills. Few of the laws needed to implement the new constitution were passed, leaving many important areas, such as human rights and religious liberty in a state of legal ambiguity. The movement to multi-party democracy in many countries has proven difficult. Nepal is also discovering the transition to be a challenging learning experience.
3. The new government is moving development policies forward with a strong new team at the National Planning Commission to prepare a new Five Year Plan to start in mid-July 1992. The members of the Commission have been willing, even eager, to learn about UMN's experience and views on how we can best serve the people of Nepal. The Vice-Chairman of the NPC will address the UMN annual meeting.
4. UMN appears to enjoy a positive reputation with the new government. Most of our pending agreements have been signed. I have been able to meet with the highest officials, including the Prime Minister, to discuss UMN's future role. We are receiving many requests for assistance. More than a dozen members of Parliament have contacted us about possible projects in their districts. Other development organizations, such as UNICEF, also view UMN as operating in a way that effectively works with Nepalis on their development needs and therefore are asking us to cooperate in their programmes. It is a challenge to know how to respond to all these requests and to use our good image to fulfill our mission.
5. Another change during this past year challenging UMN is the proliferation of Nepali Non Government Organizations. The Social Services National Coordinating Council has been reorganized by the government. The procedures of registration have been simplified. We need to develop guidelines for working with NGOs, understanding the pitfalls as well as the possibilities. The head of the SSNCC will address our Board meeting and be available for questions.
6. One aspect of Nepal's reality has not changed for the majority of the people. That is the daily struggle for survival. Over the last two decades the per capita income has decreased. The new census indicates almost 20 million people. Devaluation and inflation put pressure on families' daily needs.

7. A dynamic feature of the past year has been the growth of the Nepali church. There has been a great sense of freedom to share the faith, even if the legal status of the human rights promised in the constitution are not clear. At the Board meeting we will have the opportunity to fellowship with Nepali church leaders and hear their descriptions of what God is now doing in their churches. The policy guidelines for UMN relating to the church, adopted by the Board last November, have been helpful. Developing a growing and positive partnership with all Christians in Nepal should be a high priority. We also want to work in this direction in consultation with other international Christian organizations working in Nepal.
8. As the Nepali churches become more able to organize in an open way to work at all aspects of church life, I believe we can relate on a more mature and equal level. The churches have requested us to relate to their various organizations individually rather than through a unified group. But I hope we can find ways of cooperating which enhance rather than inhibit the unity of Christ's Body. A most significant development is that for the first time a Nepali Christian organization has been registered with HMG. This provides a legal basis for UMN to work with the Nepal Christian Fellowship in a development project they are undertaking with a very poor Christian community in a remote area.
9. Another challenge of the past year has been to develop better communication and collaboration with our Nepali staff in determining working conditions and appropriate levels of compensation. I believe a Christian organization should model good employee relations. We are trying to learn what that means in our environment, including how to deal with the diverse activities and local economic conditions of UMN's various projects.
10. The strategic planning effort commissioned by the Executive Committee last April has received major attention in recent months. In the initial stages of this process I failed to communicate clearly enough about the purpose of the Executive Committee's action, resulting in considerable misunderstanding and much excellent response from Appointees which helped clarify the process and the content. The constitutional statements of purpose and the Board Long-Term Guidelines of last November were always assumed to be the basis for developing an ongoing planning process which would assure that the strategic issues the Board considered important are actually incorporated in the planning process and programming decisions at all levels.

What we are aiming for is a continuing process where strategic thinking is done each year in a three year time frame, not a static document such as a five year plan which is adopted and then not reassessed until it is time for the next long-term plan. The chief purpose of planning is to help us keep all our activities on target with our mission. It should be simple, relevant, and useful at all levels project, department, and missionwide. It should not be rigid, but provide a framework in which creativity and the unforeseen opportunities God sometimes provides can be supported. Strategic planning can help us find those places of service which are on the cutting edge and in line with our particular experience and calling. I believe the report on the strategic planning process which will be submitted to the Board is faithful to the Constitution and recent Board guidelines.

11. There are many signs pointing to the present relevance of UMN's purpose. Development theorists such as David Korten and Robert Chambers call for spiritual development as imperative for development, a term they would replace with the goal of "transformation". Nepal's senior anthropologist writes a searching new book on development and religious values. There is a growing realization even among thoughtful secular development leaders that economic and social development are not complete and cannot be achieved unless there is a reorientation of attitudes, values, and spiritual understandings and commitments. Exactly what that might mean is not clear, but it certainly poses a challenge to all of us who have been invited by the Government of Nepal to work with the Nepali people in meeting human need.

At the same time, the new political order in Nepal allows us to be more open in our Christian identity. It is an opportune moment to develop and demonstrate the biblical wholeness of God's mission.

To serve the people of Nepal in the Name and Spirit of Jesus Christ is a very high calling. It deserves and requires our very best. We offer that to God, confident that the Holy Spirit can use our gifts, in gratitude for all God's grace, and in prayer that our work and life will point toward Jesus.

## APPENDIX II

### THE UNITED MISSION TO NEPAL

#### Our Mission

##### THE WHY

The United Mission to Nepal is the cooperative effort of 39 international Christian organizations from many countries. Its purpose is to serve the people of Nepal in the Spirit and Name of Jesus Christ and to make Him known by word and life thereby strengthening the universal church in its total ministry. It seeks to exemplify Christian values - such as love and service for others, justice, good stewardship of resources, honesty and integrity - in all its activities.

##### THE WHAT

In order to fulfill this mission, the United Mission to Nepal addresses needs for proper care and treatment of the sick, prevention of disease, education of children and adults and rural and industrial development. It gives fundamental emphasis to the training of Nepalis in professional skills and leadership. It supports various institutions, projects and programmes by providing human and financial resources. As a ministry of the worldwide Christian community, it desires to share with the Nepali Christian community in the process of growing together as part of God's Church universal.

#### Our Strategy - The How

##### CONTINUING COMMITMENT

The United Mission to Nepal has a continuing commitment to demonstrate the love and hope of the Christian Gospel in Nepal. It will serve the people of Nepal as long as its contributions are welcome and needed.

##### CAPABILITY DEVELOPMENT

The United Mission's emphasis on training requires that its work with Nepali individuals, communities and institutions give priority to increasing their capacity to address the needs of development in Nepal. It will support UMN programme units and their appropriate movement to indigenous ownership. It will increasingly seek to support and strengthen new and existing Nepali organizations. Those who are marginalized, the oppressed and areas which are under-served will be particularly targeted.

##### CHRISTIAN COMMUNITY

The United Mission to Nepal will seek to develop a growing partnership with the Christian community in Nepal through active cooperation and consultation.

##### RESOURCE ORGANIZATION

The United Mission to Nepal will be fundamentally a resource organization providing human and financial resources to a range of activities compatible with its mission and strategy. Its expatriate personnel will be Christians supported independently of programme funding. It will seek an optimal proportion of local contributions in programme costs and decentralized administration of programme units. It will require programme accountability in planning and reporting. It will operate on the basis of agreements with the government of Nepal.

November 1991

**UNITED MISSION TO NEPAL**

**Minutes of the**

**EXECUTIVE COMMITTEE MEETING**

*held in Kathmandu, April 24 - 25, 1991*

Minutes of the  
UMN EXECUTIVE COMMITTEE MEETING  
held in Kathmandu on April 24 - 25, 1991

The meeting of the Executive Committee was held at UMN Headquarters, Thapathali, and lasted for two full days. The morning sessions were opened with devotions led by Erling Wennemyr and Mannu Rongong.

Roll Call Members were present as follows:

President	Jorgen Norgaard Pedersen
Vice President	Ron Yoder
Other Members	Terril Eikenberry Einar Kippenes Joy Knapman Sarla Lall Warner Luoma Mannu Rongong Rajendra Rongong Erling Wennemyr
Ex-Officio	Edgar Metzler, Executive Director Lynn Miller, Treasurer Graeme Gugeri, Personnel Secretary David McConkey, Education Secretary Wynn Flaten, Engineering & Industr Dev Secr Tjerk Nap, Health Services Secretary Jim Alexander, Rural Development Secretary Alan McIlhenny, Education Representative Tim Ruohoniemi, Engineering & Indus Dev Repr Val Collett, Health Services Representative Thomas Doehe, Rural Development Repr Mona Bomgaars, AssistantHealth Services Secr P V Chandy, Missionwide Support Project Dir Mark Keller, Assistant Education Secretary Suzanne Linnell, Asst to the Personnel Secr Stephen Longley, Systems Analyst Doug Lygo, Assistant to the Treasurer Michael Prince, Training & Dev Manager Dave Stevens, Planning & Evaluation Advisor
Coopted part time	
Support Staff	Anna-Karin Eriksson, Keith Smith, Gareth Wardell

Agenda The agenda was accepted as presented.

EC(1)-1/91 Confirmation of Minutes The Minutes of the meeting held on November 15 - 16, 1990 had been circulated to members.

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

EC(1)-2/91 Executive Director's Overview The overview presented by the Executive Director included reports on the major political changes of the past year, providing democracy through a new constitution of Nepal leading up to the forthcoming general elections, as well as the strategic concerns of UMN's identity and relationship with the Nepali church in this new environment. The report was accepted with appreciation. (Appendix A)

EC(1)-3/91 UMN's Christian Identity and Long Term Strategy

- a) The Executive Committee **affirmed** the identity of UMN as stated in the statement of Purposes in the UMN Constitution. Since the Coordinating Committee has the responsibility to fulfill these Purposes, it is essential that all members of the Coordinating Committee subscribe to the organisation's Purposes and Basis of Faith. At all other levels, personnel must subscribe to the values that inform and shape the organisation and its service.
- b) The UMN Administration was **requested** to bring a proposed statement of the values that inform and shape UMN to the November 1991 Executive Committee meeting for possible presentation to the UMN Board of Directors.
- c) In order that UMN should intentionally move forward on the Long Term Strategy Guidelines adopted by the UMN Board of Directors in November 1990, it **was RESOLVED** to ask the UMN Administration to bring to the Executive Committee in November 1991 a plan of implementation, including the criteria for evaluating UMN's forward movement along the Long Term Strategy Guidelines.
- d) In view of the Long Term Strategy Guidelines adopted by the UMN Board of Directors, November 1990, it **was Resolved** to ask the UMN Administration to give more priority to investigating the possibilities of seconded workers in the government, non-government organisations, and private sectors; to provide more information to member bodies about availability of such posts and the procedures to apply for them; and to report progress to the November 1991 Executive Committee meeting.

EC(1)-4/91 Relationship with Nepali Church A few representatives from the church in Nepal had been invited to share on the concern of unity among the Nepali churches and their relationship to UMN.

**It was RESOLVED** to request the Executive Director and the Coordinating Committee to establish a working group, in consultation with Nepali church leaders, to explore how and with whom the UMN should relate as it seeks advice on questions of needs, priorities, and ways of working with the church in Nepal; and to report to the November 1991 Executive Committee meeting with recommendations implementing the Guidelines for relationship with the Nepali church adopted in November 1990 by the UMN Board of Directors. Within these Guidelines, the work of this group could include cooperation and assistance in response to needs of the Nepali church.

EC(1)-5/91 Annual Plans and Budgets for 1991/1992 The annual plans for each project and the Treasurer's consolidated budget were received. Major changes were considered together with the Finance Committee actions on budgets. Department overviews were found helpful as presented by the Treasurer, Personnel Secretary and the four Department Secretaries, introducing shifts in focus of the departments' activities and the opportunities/challenges being faced.

It was RESOLVED to approve the plans and budgets for 1991/1992, as follows, with particular recommendations noted in the following Minutes

Administration

- Appendix 1 Treasurer's Consolidated Budget
- Appendix 2 Headquarters Project
- Appendix 3 Planning, Monitoring, Evaluation & Management Information Support
- Appendix 4 Training & Development Manager
- Appendix 5 Missionwide Support Project
- Appendix 6 Advisory Group on Nepali Women

Education

- Appendix 7 Gandaki Boarding School, Pokhara
- Appendix 8 Jumla Project
- Appendix 9 UMN Children's Education Support Programme
- Appendix 10 Business School
- Appendix 11 Language & Orientation Programme
- Appendix 12 Non Formal Education Support Programme
- Appendix 13 Non Formal Education Book Project
- Appendix 14 Jajarkot Non Formal Education Project
- Appendix 15 Training & Scholarship Programme
- Appendix 16 Development Communication Productions

Engineering & Industrial Development

- Appendix 17 Butwal Project
- Appendix 18 Andhi Khola Project
- Appendix 19 Jhimruk Project
- Appendix 20 Engineering & Industrial Development Department

Health Services

- Appendix 21 Tansen Hospital
- Appendix 22 Palpa Community Health Project
- Appendix 23 Gorkha Project
- Appendix 24 Okhaldhunga Project
- Appendix 25 Patan Hospital
- Appendix 26 Lalitpur Community Development & Health Project
- Appendix 27 Lalitpur Nursing Campus
- Appendix 28 Mental Health Programme
- Appendix 29 Oral Health Programme
- Appendix 30 Nutrition Consultants Programme
- Appendix 31 Medical Supplies Department
- Appendix 32 Seconded Workers

### Rural Development

- Appendix 33 Rural Development Centre, Pokhara
- Appendix 34 Surkhet Project
- Appendix 35 Okhaldhunga Rural Development Programme
- Appendix 36 Nisikot Forestry Programme
- Appendix 37 Forestry Consultant
- Appendix 38 Performing Arts

### EC(1)-6/91 Matters Arising from Annual Plans

- a) Planning, Monitoring, Evaluation and Management Information Support It was noted that these plans are designed to strengthen the planning and evaluation functions and information systems in UMN. Detailed plans and budgets were presented for the Management Information Support Section, supervised by the Treasurer, and The Planning and Evaluation Advisor, who will be apart of the Office of the Executive Director. (Appendix 3)
- b) Training & Development In relation to the plan and budget presented by the Training & Development Manager, it was noted that fund raising for expatriate training and development costs will be focused towards the concerned sending bodies. (Appendix 4)
- c) Lalitpur Community Development & Health Project It was noted that the annual plan had been written before the completion of the recent management study review of the project. An amended plan may have to be presented to the November 1991 Executive Committee meeting. (Appendix 26)
- d) Okhaldhunga Rural Development and Primary Health Care Programmes It was noted that an evaluation will be performed on the trial division of the former Community Health Programme into a Rural Development Programme and a Primary Health Care Programme; and that a recommendation will be presented to the November 1991 Executive Committee meeting. (Appendix 35)
- e) Advisory Group on Nepali Women EC(2)-34/89, EC(1)-10/90 e) A report was received on the changed administrative structure of the Advisory Group on Nepali Women (AGNW). In order to retain the AGNW as a missionwide function, AGNW has been moved from the Rural Development department and is now reporting to the Executive Director through a Designate appointed by the Executive Director (Appendix 6)

### EC(1)-7/91 Long Term Plans and Budgets

- a) Butwal Plywood Factory Forestry Programme It was RESOLVED to approve the long term plan and budget for 1990/1993; and to ratify the Finance Committee action in FC(1)-3/91 that UMN's financial involvement be in the form of a loan. (Appendix 39)
- b) Palpa Community Health Project It was RESOLVED to approve the long term plan and budget for 1992/1995, recognising that it has been written in a general manner because of the present leadership transition in the project. The long term plan emphasises moving into new development areas in the south west part of Palpa district (Appendix 40)

EC(1)-8/91 UMN Children's Education Support Programme It was RESOLVED, with one abstention, to modify the action in FC(1)-33/91 in order to

1. provide an emergency grant of NRs 5,000/month for boarding facilities for a limited time of 12 months.
2. reaffirm the policy of member bodies being responsible for education of Appointees' children.
3. request that the UMN Administration submit a progress report to the April 1992 Executive Committee meeting.

EC(1)-9/91 Kathmandu Valley Campus A progress report was received addressing the requests recorded in EC(2)-10/90 and FC(1)-16/91. The need for a recognized valid Non-Government Organisation was noted.

EC(1)-10/91 BTI and ITID Agreements EC(2)-17/90 An update was received on the negotiations with HMGN on the handover of the Butwal Technical Institute (BTI) to the Council for Technical Education and Vocational Training. The process of handover of BTI has been detailed in a separate five year handover agreement. A revised agreement for the Institute of Technology and Industrial Development (ITID) is being negotiated.

EC(1)-11/91 Andhi Khola Irrigation Programme Credit Fund FC(1)-5/90 b), EC(1)-10/90 c), EC(2)-15/90 The Engineering & Industrial Development Secretary presented the findings of two surveys carried out on existing Nepali credit institutions.

It was RESOLVED to request that the Agriculture Development Bank be approached about the possibility of establishing a credit assistance programme through specific branches in Syangja district; and that a detailed plan be developed including specific activities and groups which can be targeted by the fund.

EC(1)-12/91 UMN Withdrawal from Butwal Wood Industry FC(1)-5/90 g), EC(2)-14/90

A report was received on the process of liquidating the Butwal Wood Industry as recommended by the Finance and Executive Committees. It was noted that all liabilities to the shareholders will not be able to be recovered, and that training options for the present apprentices are being sought.

EC(1)-13/91 Future Hydropower Project EC(1)-12/90, EC(2)-13/90 The Engineering & Industrial Development Secretary presented an update on a future hydropower project. The intent would be to involve the UMN related hydropower companies in upcoming projects that would not require UMN to act as the primary partner with HMGN in the project agreement. The report was received with appreciation for the direction being pursued in encouraging the Nepali companies to become primarily dependent on non-UMN-sponsored projects. A strategy paper on rural electrification will be presented to the November 1991 Executive Committee meeting in order to ascertain whether a shift from hydropower to rural electrification would be desirable if opportunity permits.

**EC(1)-14/91 Rural Development Long Term Strategic Plan** The Rural Development Secretary reported on the strategic planning process taking place in the Rural Development department and presented a draft Purpose Statement for input.

**It was RESOLVED** to affirm the direction taken in the strategic planning process. The final long term strategic plan will be submitted for approval to the November 1991 Executive Committee meeting, recognising that a revision may be needed in light of the results of the missionwide strategic planning exercise.

**EC(1)-15/91 Rural Development Centre, Pokhara** EC(1)-11/90 f), EC(2)-21/90 A report was received on the reopened negotiations on an agreement for the Rural Development Centre (RDC) with the Social Services National Coordination Council, and reasons for a revised long term project proposal and budget for RDC not being available for presentation as requested.

**EC(1)-16/91 Nisikot Forestry Programme** EC(2)-19/90 The Rural Development Secretary reported on negotiations with USAID and HMGN of extending the initial Forestry Programme at Nisikot and the planned programme at Rasnalu into a longer term general community resource development project not limited to forestry.

**It was RESOLVED** to approve the project concept paper for Nepal Resource Management Project, recognising that there may be changes requested by HMGN; and ask that a full project design (long term plan) and budget be developed to be submitted to the April 1992 Executive Committee meeting.

**EC(1)-17/91 UMN Forestry Evaluation** The Forestry Consultant's summary report was received and the Rural Development Secretary highlighted the key findings.

**EC(1)-18/91 Leather Goods Training Project** EC(2)-20/90 It was reported that this time bound five year project has received official agreement status and provision for one expatriate visa under the Surkhet Project agreement with the Department of Cottage & Village Industries. The report was received for information.

**EC(1)-19/91 UMN Strategic Planning** **It was RESOLVED** to commission a strategic planning exercise to be led by an outside resource person with a maximum budget of NRs 500,000. The main focus of the exercise would involve the Executive Committee and Board of Directors in November 1991 in forming the strategic plan, adding to the input of the Coordinating Committee, project leadership and all staff. The Executive Committee will meet for an additional half day from Tuesday noon, November 19, 1991 to allow the Committee to include the UMN strategic planning exercise in its agenda, and the UMN Board of Directors will also have opportunity to contribute during its November 1991 meeting. The goal of the exercise is to bring the entire organisation into clear focus in term of purpose, future developments, and allocation of resources.

**EC(1)-20/91 Appointment of Education Secretary** **It was RESOLVED** to approve the Executive Director's appointment of Mark Keller as Education Secretary for a three year term from June 1991.

EC(1)-21/91 New Appointees Accepted The acceptance of the following new Appointees to work with the UMN was affirmed, with thanksgiving.

Urs Abderhalden, Home Parent, and Christine Abderhalden, Teacher, SFMIN  
Gunnar Bondevik, General Practitioner, and Helga Bondevik, Nurse/Midwife, NHAM  
Roel Dekker, Engineer, and Jill Dekker, Teacher, PCI  
Jessie Glover, Literacy Consultant, and Warren Glover, Literacy Consultant, CMSA  
Kaare Mangersnes, Dentist, and Signy Mangersnes, Nurse, NHAM  
Neil McDonald, Dentist, and Jane McDonald, Dentist, TFUK  
Bruce Pipher, General Practitioner/Anesthesiologist, and Jude Pipher, Homemaker, Interserve  
Chris Smith, Civil Engineer, and Annetta Smith, Music Teacher, TFUK  
Scott Smith, Agriculturalist, and Melanie Smith, Nurse, PCUSA  
Keith Speers, Computer Specialist, PCI  
Anthony Titley, Leathergoods Maker, and Anne Titley, Midwife, TFUK  
Helena Vesterinen, Forester, FELM  
Corinna Woods, Primary School Teacher, BMS

EC(1)-22/91 Appointees Leaving Nepal The following UMN personnel will be leaving Nepal in the near future, or have left recently. Of these, some are leaving Nepal on a regular furlough with definite plans to return, and others are retiring or leaving Nepal with no definite plans to return. The Executive Committee expressed sincere gratitude for the past term of service to the following UMN personnel; and **affirmed** the relevant Coordinating Committee actions taken

Phyl Asher, Nurse Tutor, UMC  
Andrew Brown, Community Health Project Director, and Barbara Brown, Homemaker, TFUK  
Hubert Budding, Master Design Technician, and Nan Budding, Guesthouse Hostess, PCC  
Jeremy Clewett, Housing Manager, and Ruth Clewett, Teacher, BMS  
Steve Cox, Dentist, and Elizabeth Cox, Primary Teacher, Interserve  
Doug Curry, Educator, and Maggie Curry, Homemaker, Interserve  
Willem van Dis, Agriculturalist, and Mieke van Dis, Nurse, Interserve  
Jim Dunn, General Practitioner, Interserve  
Peder Ericsson, Electrician, and Ulla Ericsson, Laboratory Assistant, OM  
Anna-Karin Eriksson, Secretary, OM  
Richard Friedericks, Media Specialist, and Suzanne Friedericks, Teacher, PCUSA  
Mark Gill, Civil Engineer, and Ali Gill, Nurse/Midwife, cmsi  
Odd Hoftun, Engineer, NHAM  
Uli Köhler, Drug Abuse Prevention Youth Worker, and Sue Köhler, Drug Abuse Prevention Youth Worker, DU  
Winnie Lau, Business Manager, Interserve  
Per-Anders Lindgren, Forester, and Vivi-Anne Lindgren, Homemaker, OM  
Tim Linton, Doctor, and Joy Linton, Doctor, CMSA  
Florence Martin, Business Manager, CMSUK  
Andrew Mason, Bio-Medical Technician, and Linda Mason, Doctor, BMS

David McConkey, Education Secretary, and Ann McConkey,  
Nurse/Midwife, Interserve  
Alan McIlhenny, Teacher, and Margaret McIlhenny, Librarian, MCOD  
Riitta Moilanen, Psychiatric Nurse, FELM  
Nancy Molin, Educator, CC  
Tom Moncrieff, Design Engineer, and Liz Moncrieff, Homemaker,  
Interserve  
Dan Munday, Anaesthetist, and Phillipa Munday, Teacher, RBMU  
Bjorn Odegaard, Teacher, and Anne Odegaard, Nurse, NHAM  
Rut Peterson, Nurse Counsellor, ÖM  
Michael Prince, Training & Development Manager, and Lynden Prince,  
Teacher, Interserve  
Marianne Puder, Community Health Nurse, GM  
Joy Ransom, Primary Teacher, BMS  
Keith Smith, Administrator, and Heather Smith, Homemaker, UCC  
Dan Spare, Irrigation Engineer, and Margaret Entz Spare,  
Nutritionist, MBM  
Steve Thorson, Pediatrician, and Becky Thorson, Research Technician,  
WMPL  
Magne Vestol, Engineer, and Dorothea Vestol, Teacher, bun  
Gareth Wardell, Administrator, Interserve  
Eileen Warnock, Social Worker/Counsellor, Interserve  
Graham Weller, Civil Engineer, and Isobel Weller, Social Worker,  
Interserve  
Kérstin Westbacke, Dental Surgeon, ÖM  
Kath White, Educator, Interserve  
Andy Wilkins, Engineering Geologist, and Helen Wilkins, Social  
Worker, Interserve

EC(1)-23/91 Resignations The Executive Committee **noted** with regret that resignations had been received from the following former UMN Appointees

Richard Fitzimmonds, Community Worker, and Bridget Fitzimmonds,  
Caterer, DU  
Gary Hafvenstein, Engineer, and Pat Hafvenstein, Secretary, WMPL  
Stuart Kidd, General Practitioner/Obstetrician, and Janet Kidd,  
Homemaker, Interserve

EC(1)-24/91 Coordinating Committee Minutes The Minutes of the Coordinating Committee and Extended Coordinating Committee meetings held since November 1990 were **received** and noted.

EC(1)-25/91 Finance Committee Minutes The Minutes of the Finance Committee held on April 22, 1991 were received and noted.

It was **RÉSOLVED** to confirm and endorse the actions taken, with thanks to the Finance Committee for its assistance in financial matters.

EC(1)-26/91 UMN Hospital Financial Sustainability Study FC(2)-9/89, EC(2)-17/89, FC(1)-6/90, EC(2)-30/90 Terms of Reference for a UMN Hospital Financial Sustainability Study were presented. Recognising the unique nature of each of the four UMN hospitals, it was suggested that the study should include all of the UMN hospitals.

It was RESOLVED to affirm the Finance Committee action in FC(1)-11/91 requesting the UMN Administration

1. to carry out a short term consultancy along the terms of reference suggested emphasising financial, organisational and governance considerations.
2. to communicate with the UMN member bodies enabling them to recruit a suitable consultant and/or make budgetary provision available.

EC(1)-27/91 Per Capita Grant for 1991/1992 It was RESOLVED to confirm the full action of FC(1)-26/91, and setting of the Per Capita Grant (PCG) for the coming year at USD 1,300. It was noted that administration and project support costs will be allocated to project budgets in order to reduce the pressure on PCG.

EC(1)-28/91 Language and Orientation Fee for 1991/1992 FC(1)-27/91 It was RESOLVED to set the fee for the language and orientation course for the coming year at USD 1,300.

EC(1)-29/91 Provident Fund It was RESOLVED

1. to approve the Provident Fund statement 1990/1991 (Appendix 41)
2. to endorse the action in FC(1)-28/91 approving interest charges on Provident Fund loans to be equal to the maximum rate currently being obtained by the Provident Fund on its investments; and that if any participant withdraws before the completion of the fiscal year a lower rate of interest be paid. This rate will be set by the Coordinating Committee upon the recommendation of the Treasurer.

EC(1)-30/91 UMN Associate Status EC(2)-28/90 It was RESOLVED to recommend to the Board of Directors meeting 1991 that the following amendments be made to the Bye-Laws

Renumber original Bye-Law 1.4 and subsequent Bye-Laws with the new Bye-Law 1.4 to read "UMN Associate" means any expatriate working in Nepal who wishes to share in prayer and fellowship with UMN personnel. The UMN Associate has no contractual relationship with UMN, but is in agreement with the Purposes and Basis of Faith of UMN, set out in the UMN Constitution. (Clauses 3 and 4)

EC(1)-31/91 Policy on Observers at the Board of Directors BD-16/87 It was reported that the policy recorded in BD-9/89 allowing up to two observers to attend the Board of Directors meeting from funding agencies, not sending personnel but supporting UMN programmes, should be reviewed after two years.

It was RESOLVED to recommend to the November 1991 Board of Directors meeting that this policy be discontinued, noting that such persons can still be invited as observers at the discretion of the UMN President, under the provisions of Bye-Law 3.4.5.

EC(1)-32/91 Role of the Board of Directors BD-16/90 The Executive Director reported verbally on input received from the Coordinating Committee in favour of the Board of Directors meeting annually. It was noted that the Executive Committee functions as a board, recognising that the Board of Directors need to retain the responsibility for the direction of UMN.

It was RESOLVED to request Terril Eikenberry and Erling Wennemyr to form a sub-committee together with the UMN President, Jorgen Norgaard Pedersen, and to submit a proposal to the November 1991 meetings of the Executive Committee and the Board of Directors.

EC(1)-33/91 Church Representatives to the Board of Directors It was RESOLVED to request the Executive Director to invite two church representatives to the Board of Directors meeting 1991 in consultation with the Nepali church; and to explore possibilities of the Nepali church being able to nominate two representatives to the UMN Board of Directors in the future.

EC(1)-34/91 Preparation for Board of Directors Meeting A verbal report was received from the Executive Director on the preparations for the Board of Directors meeting 1991 regarding theme, morning sessions and staff representation at the meeting.

EC(1)-35/91 Vote of Thanks to David and Ann McConkey Sincere appreciation was expressed to David McConkey for his leadership of UMN's education work over the last five years, from September 1986 to June 1991. David and Ann first came to Nepal in February 1976 and, after Language & Orientation Programme, spent their first ten years filling a number of different posts at Gandaki Boarding School in Pokhara. Ann McConkey has recently been administering the Language & Orientation Programme. The Executive Committee expressed grateful thanks to God for the many contributions of the McConkey family over their sixteen years of service in Nepal, and prayed for God's blessing and guidance for them in the future.

EC(1)-36/91 Dates of Meetings The dates set for future meetings as outlined in BD-19/90 were confirmed with an additional half day from Tuesday noon, November 19, 1991 to allow the Executive Committee to include the UMN strategic planning exercise in its agenda.

EC(1)-37/91 Vote of Thanks Sincere gratitude was expressed to all members of staff for their work and contribution to this meeting, and for the leadership of the President and Vice-President in chairing the meeting.

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

Minutes of the

UMN FINANCE COMMITTEE MEETING

held in Kathmandu, on April 22, 1991

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

Roll Call Members present were as follows:

Chairman of the Finance Committee	Ron Yoder
Chairman of the Board	Jorgen Pedersen
Other Member of Finance Committee	Erling Wennemyr
Co-opted Member of Finance Committee	Terril Eikenberry
Executive Director	Edgar Metzler
Treasurer	Lynn Miller
Ex-Officio Members, part time	Wynn Flaten Tjerk Nap Mark Keller Jim Alexander Graeme Gugeri
Observer and Recorder	Doug Lygo, Assistant to the Treasurer

Agenda The Agenda was adopted as presented by the Treasurer.

FC(1)-1/91 Confirmation of Minutes The Minutes of the meeting held on November 13, 1990 were accepted and confirmed as correct.

FC(1)-2/91 Overview The Treasurer reviewed the past year and the current situation regarding funding. He reported that projects were generally operating within their budgets. The new hospital buildings at Tansen should be completed by October 1991 and at Okhaldhunga by February 1992. Funding for hospital operating subsidies has not improved measurably and the expected shortfall will need to be met from exchange rates gains and interest. The projected turnover of staff among our finance officers is a concern. Local recruitment efforts are commencing in several of the projects.

FC(1)-3/91 Butwal Plywood Factory Forestry Programme Long term Budget It was RESOLVED to recommend the following budget to the Executive Committee pending their approval of the plans. The total expenditure is NRs. 13,178,286 of which UMN will be responsible for NRs. 8,773,286. It was agreed that because of the nature of the BPF ownership structure, and the future commercial value of plantings in the Forestry Programme, it was agreed that UMN's financial input is to be recorded as a loan. The donor will be contacted on this matter.

FC(1)-4/91 Status Report on Andhi Khola Irrigation Loan Fund The EIDS reported that the Agricultural Development Bank/Nepal head office is being approached about the possibility of establishing a credit assistance programme through specific branches in Syangja District. If this proves positive, a more detailed plan will be developed and EIDS will then work with Andhi Khola Project to plan in detail specific activities and groups which can be targeted by the fund. The Finance Committee confirmed the direction in which the EIDS is working.

FC(1)-5/91 Status Report on the Situation in Butwal Wood Industries The EIDS reported that, as a result of the resolution passed at the Shareholders meeting on 20 March 1991, the company was now in liquidation and that the necessary process was under way to permanently lay off the workers and close the company.

FC(1)-6/91 Status Space Report on Butwal Technical Institute The EIDS reported that many discussions had been held with the concerned Government departments over the plans to hand over BTI to HMG on the expiry of the current agreement on 26 May 1991. However, there were a number of issues relating to assets and other financial matters which were still unresolved. The Finance Committee directed the EIDS to continue to try to resolve these differences and to report back at the next meeting, particularly to quantify the financial implications for UMN through the life of the proposed agreement.

FC(1)-7/91 Share Structure of the Companies and UMN Representation on the Boards of These Companies The EIDS presented a report on the current shareholdings and recent developments for simplifying the complex ownership structure. It was **RESOLVED** that a report on progress towards simplification of the share ownership structure should be made to every future Finance Committee meeting.

FC(1)-8/91 Company Financial Operating Trends The EIDS presented financial ratios for Himal Hydro and NHE/BEW which showed that the financial indicators and trends were positive.

FC(1)-9/91 1991/1992 Engineering & Industrial Development Budgets The budgets were presented by the EIDS and the Treasurer reported that funding was in place with the exception of Butwal Technical Institute. It was **RESOLVED** to recommend the 1991/92 budget to the Executive Committee for their approval.

FC(1)-10/91 Long Term Budget, Palpa Community Health Project The Health Services Secretary presented the Long Term Budget for Palpa CHP for 1992/95. The plan, which calls for a shift in approach to community organization, is built on existing levels of funding adjusted for inflation. The Treasurer reported that the current funding source is about to end and a new donor is still to be found for this programme.

It was **RESOLVED** to recommend the 1992/95 long term budget (NRs.15,496,592) for Palpa CHP to the Executive Committee pending their approval of the plans.

FC(1)-11/91 UMN Hospital Financial Sustainability Study The HSS presented a report outlining the proposed terms of reference which would apply to an outside consultant and expressing the hope that one of the UMN member bodies would be prepared to provide a suitable person on a short term basis.

It was **RESOLVED** to encourage the HSS to proceed with this plan and that the terms of reference should concentrate on financial, organizational, and governance considerations.

FC(1)-12/91 Status Report on Nursing Campus Property Transfer The Campus has been granted its requested independent status and action has been initiated to transfer the title of the land now occupied by the campus into the name of the Lalitpur Nursing Campus. The Treasurer reported that the land taxes have been paid, the property tax assessment forms have been completed and a survey of the property has been requested.

FC(1)-13/91 Three year Hospital Capital Budget Survey The Treasurer reported that the four UMN hospitals had been asked to present their Capital requirements for 1992/93 and 1993/94 in addition to their needs for 1991/92. Although not entirely successful, some useful data had been obtained and it was decided that the hospitals should continue to be instructed to provide information on this basis.

FC(1)-14/91 South Asia Hospitals Information Survey The HSS reported that the detailed analysis of the returns of the survey were being compiled and that a visit to New Delhi was being undertaken between the 18th and 24th May to gain additional information.

FC(1)-15/91 Health Services Budgets 1991/92 It was **RESOLVED** to recommend to the Executive Committee for approval the Health Services Budgets for 1991/1992 with the following modifications to Patan Hospital capital budget request:

a.	Building (as follows):	NRs. 13,700,000
1.	Staff Quarters (Previously approved but not yet funded)	12,500,000
2.	Conversion of 4th floor to patient are	500,000
3.	Alterations to Emergency Room	300,000
4.	Alterations to Dental Dept.	200,000
5.	Construction of new Ante Natal Clinic	200,000

Other building alteration were noted but deferred to a later meeting.

b. Equipment NRs. 5,890,000

The Equipment Budget was reduced by one Ultra Sound Machine (RS.1,800,000) which cannot be accommodated until space requirements are also met

FC(1)-16/91 Proposal for UMN Involvement in the Kathmandu Valley Campus The Assistant Education Secretary presented an update on the above proposal. A copy of the Campus constitution was reviewed. It was **RESOLVED** to recommend that the campus constitution be revised to note more clearly how the assets would be disposed of in the event the campus was dissolved. The audited accounts for the last two years are awaited and when this and other UMN requirements had been met, a letter of understanding between UMN and KVC would need to be drawn up for the approval of H.M.G.

FC(1)-17/91 The Education Budgets 1991/92 It was **RESOLVED** to recommend the 1991/92 Education Budgets as presented to the Executive Committee for approval.

FC(1)-18/91 Rural Development Budgets 1991/1992 It was **RESOLVED** to recommend the 1991/92 Rural Development Budgets to the Executive Committee for approval.

FC(1)-19/91 Supplementary/Revised Budgets for 1990/1991 Supplementary budget requests already approved by the Coordinating Committee were confirmed, and are listed in FC(1)-

FC(1)-20/91 Budget Re-allocations It was **RESOLVED** to recommend to the Executive Committee that the policy regarding re-allocations should be re-defined and that the limit imposed by EC(1)-24/87 should be applied on a line-by-line basis and not on the net total.

FC(1)-21/91 Administration and Support Budgets for 1991/92 (incl expatriate Support) It was **RESOLVED** to recommend the 1991/1992 administration and Support Budget to the Executive Committee for approval.

In light of a projected deficit in funding the Administration and project support costs through the PCG it was **RESOLVED** that these costs should be included in all project budgets as soon as possible (implementation to occur no later than the preparation of the next long term project budget). It was recognized that in some cases these costs may be recovered sooner through negotiation with existing donors.

FC(1)-22/91 Planning/Evaluation and Management Information Systems Support Budget 1991/1992 It was **RESOLVED** to recommend the approval of the budget to the Executive Committee.

FC(1)-23/91 Staff Training & Development Budget 1991/1992 It was **RESOLVED** to recommend the budget to Executive Committee for approval and to add that Staff Training and Development be encouraged. Administration was instructed to concentrate funding efforts for costs relating to expatriate training and development from concerned sending bodies.

FC(1)-24/91 1991/1992 Consolidated Budget It was **RESOLVED** to recommend the 1991/1992 Consolidated Budget as presented by the Treasurer and modified in the meeting [FC(1) -15/91] to the Executive Committee for approval.

In light of the increases in the capital recurring and programme budgets the administration is requested to give priority to meeting the funding of the recurring and programme budgets.

FC(1)-25/91 Employer/Employee Issues - Actions Taken Since Last Meeting The Personnel Secretary reported on the various actions taken and the general background against which these had proved necessary. It was RESOLVED to ratify the decision taken by the Coordinating Committee to bring forward from 1991/92 the amount of NRs. 1,500,000 which had been agreed at the November 1990 Executive Committee meeting and to also ratify the payment of the additional NRs. 2,000,000 approved by the CC to meet the extraordinary onetime payment to staff. The Administration was asked to report back to the next meeting on how the latter payment was funded. Concern was expressed that this action not adversely affected the reserves position.

The Finance Committee affirmed the policy that staff salary and benefits are to be carried out within the framework of the normal budgeting process.

The Finance Committee discussed the philosophy surrounding the remuneration of staff and recommended that a clear statement should be developed.

FC(1)-26/91 Per Capita Grants for 1991/1992 It was RESOLVED to recommend to the Executive Committee that the PCG should be increased from USD.1100 to USD.1300. The increase is due to projecting fewer appointees during the fiscal period.

FC(1)-27/91 Language and Orientation Fee for 1991/1992 It was RESOLVED to recommend to the Executive Committee that the fee for the initial language learning and orientation period be raised from USD.1200 to USD.1300.

FC(1)-28/91 Provident Fund Interest Charges It was RESOLVED to recommend to the Executive Committee that the action taken by the Coordinating Committee (CC-60/91) should be approved. The action was as follows:

- (a) That interest charged on Provident Fund loans be equal to the maximum rate currently being obtained by the Provident Fund on its investments; and
- (b) that if any participant withdraws before the completion of the fiscal year a lower rate of interest will be paid. This rate to be set by the Coordinating Committee upon the recommendation of the Treasurer.

FC(1)-29/91 Report on Recent Changes to HMG Employees' Provident Fund Rules The Treasurer presented for information changes recently instituted in the HMG scheme.

FC(1)-30/91 Auditor's Reports on 1989/90 Audits and Appointment of the Auditor for 1990/91 The F.C. considered the auditor's reports and instructed the administration to follow up on the outstanding points.

It was RESOLVED to authorise the UMN administration to appoint Mr. Ratna Sansar Shrestha as the UMN auditor for the 1990/1991 fiscal year.

FC(1)-31/91 Investments A report on the current position regarding the investments was received and noted.

FC(1)-32/91 HQ/MSP Statement A year-to-date financial statement for the Missionwide Support Project was received and was noted to be running overall within the budget.

FC(1)-33/91 Children's Boarding Accommodation Subsidy The resolution of the Coordinating Committee to approve a rent allowance of NRs.5,000/month towards accommodation for boarding children at a new location in Sanepa (CC - 15/91) was challenged and, following a discussion it was RESOLVED to recommend to the EC that the decision be rescinded and that such costs if incurred should be considered as part of the costs of education.

#### Coordinating Committee Executive Actions

1. BANK ACCOUNTS See the following Coordinating Committee Minutes for details:

CC-12/91, CC-49/91, CC-86/91

2. EMPLOYMENT/SALARY MATTERS

a) CC-225/90 To authorize these projects to provide a 'Project Allowance' of Rs 300 per person for the current fiscal year to be paid in recognition of the specific needs such as housing and other costs experienced in these particular projects' locations. This allowance will be temporary and will be paid until the end of the current fiscal year and will then be incorporated into a revised remuneration package to be designed and implemented as from 1 Shrawan 2048.

b) CC-226/90 To authorize these projects to provide an Education Allowance of Rs 200 for children from ages 4 to 18 (maximum of 2 children per family), according to guidelines that will be developed, and in addition to authorize project management in other projects to provide an Education Allowance appropriate to their location up to a maximum of the same amount.

c) CC-38/91 Transport Allowances The CC considered the recommendation of the Personnel Policy Committee meeting (PPC-14/91), and it was RESOLVED that

1. no new cash allowances be given at this time.
2. in cases where a limited transport facility in kind has been provided, this be reviewed prior to the coming salary review in July 1991.

d) CC-61/91 Leave without Pay As recommended by the Personnel Policy Committee, a proposal on changed rules for leave without pay was presented. It was RESOLVED to approve the proposed changes of leave without pay to be included in the next edition of the Policy of Employment. The changes clarify the previous policy and define

1. that the Department Secretary needs to be notified of leave without pay over one month.
2. that normally a post would be held open for no longer than four months (noting that in some jobs the post will need to be filled earlier), and
3. that agreement for leave without pay would be put in writing and given to the employee concerned.

e) CC-63/91

Annual Leave C-177.7/90 The Personnel Policy Committee Secretary presented a proposal on changes to the annual leave rules. After discussion, it was RESOLVED to approve a personal annual leave of 184 hours/year with an additional ten fixed extra holidays. This change will be included in the Policy of Employment to take effect from next financial year, Shrawan 1, 2048. (Appendix)

### 3. SUPPLEMENTARY BUDGETS

a) CC - 215/90 Patan Hospital

Replacement of Diathermy Machine	NRs. 80,000
Replacement of Dental Mobile X-Ray Unit.	NRs. 120,000
Dental Compressor	NRs. 45,000
Lab Colorometre	NRs. 90,400

b) CC - 10/91 Medical Supplies Department

Chemical Store Building	NRs. 29,300
Travel Expenses	NRs. 14,500

c) CC - 11/91 Rural Development Centre

Reallocation from Administration	
Minor Capital	NRs. (4,200)
Reallocation from AHIP Furniture	NRs. (4,800)
Reallocation to Capital for Calculator	NRs. 4,200
Reallocation to Capital for Bookcase	NRs. 4,800

#### Tansen Hospital

Re-allocations from Washing Machine	NRs. (200,000)
Re-alloc. from Electric Clothes Dryer	NRs. (200,000)
Re-allocation from Physio	NRs. (116,000)
Re-allocation from Generator	NRs. (350,000)
Re-allocation from Voltage Stabiliser	NRs. (200,000)
Re-allocation from Toyota Landcruiser	NRs. (600,000)
	NRs (1666,000)

Re-allocations to New laundry Equipm.

NRs. 1750,000

Extra Amount Needed

NRs. (84,000)

d) ECC - 11/91

#### LOP Task Force CC - 14/91

LOP Consultancy (R. Leki)	NRs. 100,000
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e)	<u>ECC - 43/91</u>	<u>Headquarters</u>	
		Architectural Survey by DCS	NRs. 25,000
f)	<u>ECC-48/91</u>	<u>Training &amp; Scholarship Programme</u>	
		Travel costs to collect information	NRs 16,000
g)	<u>ECC-49/91</u>	<u>Development Communication Productions</u>	
		Reallocation to 1 Tripod	NRs. 75,000
		Reallocation to 2 Motorcycles	NRs. 52,500
		Reallocation to Computer Software	NRs. 52,000
		Reallocation to 1 Frame Synchronizer	NRs. 128,000
		Reallocation to 1 Computer Board for Videotape Transfer	NRs. 90,000
		Reallocation to Telephone System	NRs. 24,000
		Reallocation from Vehicle, Wireless Microphone set, Windscreen, Boom set	
h)	<u>ECC - 60/91</u>	<u>Palpa Community Health Project</u>	
		Purchase of a Safety box	NRs. 18,000
i)	<u>CC - 70/91</u>	<u>Surkhet Community Development Project</u>	
		<u>Re-allocations as per page 19</u>	
		Amount Re-allocated	NRs. 325,000

Surkhet Community Development Project  
for  
Income Generation and Development of Cottage Industries  
Revised Budget 1990-91

Programmes	Actual 1989/90	Approved	Approved	Proposed	change (_)
		1990/93 Budget	1990/91 Budget	Revised 90-91	
<b>INCOME</b>					
Grant	1,585,172	7,417,700	1,871,800	1,871,800	
P.C.S.	355,770	1,191,000	343,000	343,000	
Peoples' Contribution	182,805	539,000	155,200	155,200	
Vehicles	-	-	-	10,000	10,000
<b>TOTAL EXPENCES</b>	<b>2,123,747</b>	<b>9,147,700</b>	<b>2,370,000</b>	<b>2,380,000</b>	
P.C.S	355,770	1,191,000	343,000	343,000	
Admin. Salary	-	886,500	255,300	255,300	
Travel	-	65,900	19,000	19,000	
Office Supplies	67,962	243,100	70,000	70,000	
Vehicles	-	-	-	10,000	10,000
Minor capital	-	-	-	-	
Project investigatio	400	0			
Scholarship Training	-	-	-		
Conservation Salary	480,902	145,800	42,000	42,000	
Peo. Cont	182,805	90,300	26,000	26,000	
Travel	-	52,000	15,000	11,000	(4,000)
Supply	36,081	197,900	57,000	57,000	
Health Salary	-	360,100	103,700	103,700	
Peo. Cont	-	24,300	7,000	7,000	
Travel	-	55,600	16,000	16,000	
Supply	30,650	159,700	46,000	46,000	
IG Salary	-	219,200	63,100	10,100	(53,000)
Peo. Cont	-	8,700	2,500	2,500	
Travel	-	41,700	12,000	4,000	(8,000)
Supply	56,054	263,900	76,000	20,000	(56,000)
NFE - Salary	-	305,600	88,000	88,000	
Peo. Cont	-	65,300	18,800	18,800	
Travel	-	39,900	11,500	11,500	
Supply	76,997	347,300	100,000	80,000	(20,000)
Training Scholarship	-	-	-	-	
W/D Salary	-	332,000	95,600	95,600	
Peo. Cont	-	8,700	2,500	2,500	
Travel	-	59,100	17,000	17,000	
Supply	20,759	243,100	70,000	70,000	
W/S Salary	-	278,800	80,300	80,300	
Peo. cont	-	342,700	98,700	98,700	
Travel	-	83,300	24,000	15,000	(9,000)
Supply	415,115	1,736,200	500,000	425,000	(75,000)
Training Scholarship	-	-	-	-	
<b>Subtotal</b>	<b>1,723,495</b>	<b>7,847,700</b>	<b>2,260,000</b>	<b>2,045,000</b>	
Contingency	142,663	550,000	110,000	10,000	(100,000)
Undesignated		750,000			
Capital vehicle			325,000	325,000	
<b>FTE</b>	<b>- 2 Expatriates</b>	<b>9,147,700</b>	<b>2,370,000</b>	<b>2,380,000</b>	
	<b>- 16 Nepali</b>				

**UNITED MISSION TO NEPAL**  
**ANNUAL PLANS AND BUDGETS FOR 1991/1992**  
**(Appendices to April 1991 Executive Committee Meeting)**

## TABLE OF CONTENTS

### ANNUAL PLANS AND BUDGETS FOR 1991/1992

	<u>PAGES</u>
	<u>Plan</u> <u>Budget</u>
<b><u>Administration:</u></b>	
Appendix 1 Treasurer's Consolidated Budget.....	1
Appendix 2 Headquarters Project.....	4 ... 91
Appendix 3 Planning, Monitoring, Evaluation & Management Information Support .....	7 ... 97
Appendix 4 Training & Development Manager.....	11 ... 98
Appendix 5 Missionwide Support Project.....	13 ... 91
Appendix 6 Advisory Group on Nepali Women.....	15 ... 15
<b><u>Education:</u></b>	
Appendix 7 Gandaki Boarding School, Pokhara.....	16 ...
Appendix 8 Jumla Project.....	18 ... 99
Appendix 9 UMN Children's Education Support Programme.....	20 ...
Appendix 10 Business School.....	21 ... 100
Appendix 11 Language & Orientation Programme.....	23 ... 101
Appendix 12 Non Formal Education Support Programme.....	25 ... 102
Appendix 13 Non Formal Education Book Project.....	27 ... 103
Appendix 14 Jajarkot Non Formal Education Project.....	28 ... 104
Appendix 15 Training & Scholarship Programme.....	30 ... 106
Appendix 16 Development Communication Productions.....	32 ... 108
<b><u>Engineering &amp; Industrial Development:</u></b>	
Appendix 17 Butwal Project.....	34 ... 109
Appendix 18 Andhi Khola Project.....	36 ... 115
Appendix 19 Jhimruk Project.....	38 ... 119
Appendix 20 Engineering & Industrial Development Department.	40 ...
<b><u>Health Services:</u></b>	
Appendix 21 Tansen Hospital.....	43 ... 121
Appendix 22 Palpa Community Health Project.....	46 ... 125
Appendix 23 Gorkha Project.....	49 ... 131
Appendix 24 Okhaldhunga Project.....	55 ... 138
Appendix 25 Patan Hospital.....	60 ... 141
Appendix 26 Lalitpur Community Development & Health Project.	62 ... 144
Appendix 27 Lalitpur Nursing Campus.....	64 ... 149
Appendix 28 Mental Health Programme.....	66 ... 151
Appendix 29 Oral Health Programme.....	69 ... 153
Appendix 30 Nutrition Consultants Programme.....	70 ... 154
Appendix 31 Medical Supplies Department.....	71 ... 156
Appendix 32 Seconded Workers.....	72 ... 157
<b><u>Rural Development:</u></b>	
Appendix 33 Rural Development Centre, Pokhara.....	73 ... 159
Appendix 34 Surkhet Project.....	76 ... 164
Appendix 35 Okhaldhunga Rural Development Programme.....	78 ... 166
Appendix 36 Nisikot Forestry Programme.....	80 ... 168
Appendix 37 Forestry Consultant.....	81 ... 81
Appendix 38 Performing Arts.....	82 ...
<b><u>LONG-TERM PLANS</u></b>	
Appendix 39 Butwal Plywood Factory Forestry Programme.....	83 ... 111
Appendix 40 Palpa Community Health Project.....	85 ...
<b><u>MISCELLANEOUS</u></b>	
Appendix 36 Provident Fund Statement.....	88

APPENDIX 1

UNITED MISSION TO NEPAL  
1991/92 CONSOLIDATED BUDGET

(All figures in Nepal Rupees: NRs 33.6 per US \$1)

	Income	Expenditure	Grants Needed
ADMINISTRATION & APPOINTEE SUPPORT	9,716,500	27,932,600	18,216,100
LANGUAGE STUDY	183,500	1,392,500	1,209,000
HEALTH SERVICES	43,084,720	113,097,670	70,012,950
EDUCATION	6,589,800	41,144,600	34,554,800
ENGR & INDUSTRIAL DEVELOPMENT	14,624,800	200,451,130	185,826,330
RURAL DEVELOPMENT	4,431,700	16,513,200	12,081,500
INTEREST INCOME	3,000,000		(3,000,000)
 1991-92 GRAND TOTALS	 81,631,020	 400,531,700	 318,900,680

Breakdown of Grants Needed:

Per capita grants for admin/apptee support (US 1,300)	18,216,100
Fees for language and orientation budget (US 1,300)	1,209,000
Grants for "recurring" budgets	21,777,700
Grants for "capital" budgets	42,418,750
Grants for "program" budgets	238,279,130
	321,900,680
Less interest income	(3,000,000)
	318,900,680

Breakdown of Budgeted Income:

Personnel contributed services	23,066,770
Contribution from Government	9,350,000
Inter-project income	20,774,550
Interest income	3,000,000
Other income generated in Nepal	25,439,700
	81,631,020

Breakdown of Grants Needed for Recurring Budgets:

Education	618,300
Health Services	21,159,400
	21,777,700

Budget Increases Compared with 1990/91

Total expenditure	19.1%
Total PCG needed for admin. and apptee support budgets	18.5%
Total personnel contributed services	8.3%
Total grants needed for recurring budgets	32.9%
Total grants needed for capital budgets	100.4%
Total grants needed for program budgets	9.6%

	Income	Recurring Expenditures	Program Expenditures	Capital Expenditures	Gifts/Grants Needed
<b>ADMINISTRATION AND APPOINTEE SUPPORT (to be funded by PCG)</b>					
Missionwide Support Project	4,370,000	18,118,000		447,000	14,195,000
Planning/Eval & MIS Support	315,000	673,000		470,000	828,000
Strategic Planning Exercise	0	500,000			500,000
M S P Guesthouses	1,890,800	1,890,800			0
M S P Healthcare	250,400	250,400			0
M S P Vehicles	574,200	574,200			0
Children's Educ Support	1,053,000	1,053,000			0
Jumla Area Services	0	124,000			124,000
Jajarkot Area Services	0	76,000			76,000
Pokhara Area Services	74,300	434,900			360,600
Jhimruk Area Services	84,800	212,800		0	128,000
Surkhet Area Services	6,800	82,000			75,200
Lalitpur Area Services	0	12,000			12,000
Palpa Area Services	0	612,000		100,000	712,000
Palpa Guesthouse	414,600	414,600		132,000	132,000
Gorkha Area Services	103,200	418,300		10,000	325,100
Gorkha Guesthouse	70,000	70,000			0
Okhaldunga Area Services	27,000	178,000			151,000
Butwal Area Services	88,000	579,000		60,000	551,000
Butwal Team Leader	18,400	29,600			11,200
Butwal Guesthouse	367,000	367,000			0
Andhi Khola Area Services	9,000	44,000			35,000
<b>TOTAL ADMIN &amp; APPTEE SUPPORT</b>	<b>9,716,500</b>	<b>26,713,600</b>		<b>1,219,000</b>	<b>18,216,100</b>

**LANGUAGE (to be funded by language fees)**

Language and Orientation	183,500	1,392,500		1,209,000
<b>TOTAL LANGUAGE</b>	<b>183,500</b>	<b>1,392,500</b>	<b>0</b>	<b>1,209,000</b>

**EDUCATION**

Development Commun. Prod.	194,600	194,600		1,180,000	1,180,000
Jumla Project	354,600		3,236,600		2,882,000
Training and Scholarship	4,004,000		16,210,000		12,206,000
Staff Training/Development	0		2,275,800		2,275,800
Business School	550,100	773,400		17,500	240,800
Seconded Workers	91,500	96,500			5,000
AGNW	27,000		195,000		168,000
NFE Support	191,500	413,500		20,000	242,000
Post-Basic Literature	291,500				459,200
Jajarkot NFE	625,000	0			896,000
Kathmandu Valley Campus	0			8,000,000	8,000,000
Gandaki Boarding School	260,000	260,000		6,000,000	6,000,000
<b>TOTAL EDUCATION</b>	<b>6,589,800</b>	<b>1,738,000</b>	<b>21,917,400</b>	<b>15,217,500</b>	<b>34,554,800</b>

	Income	Recurring Expenditures	Program Expenditures	Capital Expenditures	Gifts/Grants Needed
<b>HEALTH SERVICES</b>					
Patan Hospital	2,200,000	9,555,000		19,590,000	26,945,000
Nursing Campus	572,700	3,800,400		198,500	3,426,200
CDHP Lalitpur	920,700		11,998,000		11,077,300
Mental Health	355,500		2,306,400		1,950,900
Nutrition Consultancy	119,000				372,500
Seconded Workers	282,900	312,900			55,000
Oral Health	8,500				45,500
Bio-Medical Maintenance	393,250	393,250		104,500	104,500
Medical Supplies Department	12,079,470		12,096,970		17,500
Tansen Hospital	18,906,900	25,721,300		5,552,250	12,366,650
Palpa Workshop	1,186,600	1,186,600			0
Palpa Community Health	296,800		4,517,200		4,220,400
Amp Pipal Hospital	3,060,200	5,809,500		928,000	3,677,300
Gorkha Community Health	227,400		2,171,000		1,943,600
Gorkha TB Control Support	58,000		707,600		649,600
Gorkha Project Support	665,200	665,200		115,000	115,000
Gorkha Workshop	425,600	425,600			0
Okhaldunga Hospital	1,153,000	2,136,000		688,000	1,671,000
Okhaldunga Primary Health	173,000		1,548,000		1,375,000
<b>TOTAL HEALTH SERVICES</b>	<b>43,084,720</b>	<b>50,005,750</b>	<b>35,345,170</b>	<b>27,176,250</b>	<b>70,012,950</b>

<b>ENG &amp; INDUSTRIAL DEV'L</b>					
Butwal DCS/ITID	1,098,000		3,944,800		2,846,800
BPF Forestry Programme	105,800		2,677,330		2,571,530
Butwal Technical Institute	0		600,000		600,000
Jhimruk Khola Hydel	13,210,000		183,160,000		169,950,000
AHREP Rural Electrification	0		1,750,000		1,750,000
Andhi Khola Drinking Water	0		1,086,000		1,086,000
Andhi Khola Irrigation	94,000		6,301,000		6,207,000
Andhi Khola Resource Cons.	0		567,000		567,000
Andhi Khola Administration	117,000		365,000		248,000
<b>TOTAL ENG &amp; INDUSTRIAL DEV</b>	<b>14,624,800</b>	<b>0</b>	<b>200,451,130</b>	<b>0</b>	<b>185,826,330</b>

<b>RURAL DEVELOPMENT</b>					
RDC Administration	3,180,700		7,761,000		4,580,300
Forestry Consultancy, Ktm	112,000		229,500		117,500
Nisikot and Rasnalu Forestry	0		1,585,200		1,585,200
Leathergoods Training	108,000		331,800		223,800
Okhaldunga Rural Dev'l	561,000		3,686,000		3,125,000
Surkhet Project	470,000		2,919,700		2,449,700
<b>TOTAL RURAL DEVELOPMENT</b>	<b>4,431,700</b>	<b>0</b>	<b>16,513,200</b>	<b>0</b>	<b>12,081,500</b>

## APPENDIX 2

### HEADQUARTERS PROJECT Plans for July 1991 - July 1992

#### 1 Project Description

The Headquarters Project, located in Thapathali district of Kathmandu, provides overall coordination and support to UMN's activities throughout Nepal. It is also the main channel of communication with UMN's member bodies and supporters around the world.

#### 2 Project Objectives

- 2.1 To be the central administrative body of UMN with responsibility for implementation of the policy directives of the UMN Board of Directors and its Executive Committee.
- 2.2 To be responsible for official communication with
  - the various projects and programmes of UMN
  - His Majesty's Government of Nepal and its relevant Ministries and Departments
  - other development agencies in Nepal
- 2.3 To liaise with
  - Member bodies/personnel sending agencies, and UMN personnel in Nepal
  - UMN supporters outside Nepal
  - Visitors
- 2.4 To coordinate the activities of all HQ Departments.
- 2.5 To provide for the expatriate personnel needs of UMN and to provide a locus for developing policies overall for Nepali staff.
- 2.6 To provide for the financial needs of UMN.
- 2.7 To coordinate the assessment of past and present programmes and the planning/budgeting for future activities.
- 2.8 To identify and provide for the training and development needs of UMN staff.
- 2.9 To encourage prayer for God's guidance and blessing on the work of UMN and all its staff.

#### 3 Strategy

- 3.1 Executive Director. The Executive Director will formulate policies to facilitate effective implementation of the long term strategy adopted by the UMN Board of Directors in November 1990. Emphasis will be placed on developing managerial capability to anticipate and adapt to the rapidly changing situation in Nepal.
- 3.2 Planning & Evaluation Advisor. This person shall be part of the staff of the Executive Director's office and will help facilitate the planning and evaluation process throughout UMN. During the coming year, major time will be required to manage the transition of the Planning, Information & Evaluation (PIE, previously an Health Services office function) to the newly formed Management Information Support section until that section is fully staffed.

3.3 **Department Secretaries.** The four Department Secretaries will carry responsibility for overall planning, and the provision of professional advice and direction to the projects/programmes under their purview. They will continue to work for the renewal of project sub-agreements where appropriate, and will maintain and develop relationships between UMN and those ministries of HMG to which their department relates.

3.4 **Treasurer.** The Treasurer's Office will carry responsibility for the coordination of the budgeting and financial reporting of UMN's activities. It will communicate with donors and coordinate the raising of funds required to meet the approved expenditure budgets. It will review and enhance where necessary the policies and procedures needed for fiscal control and the safeguarding of assets entrusted to the Mission. It will provide consolidated information and interpretation to the UMN Finance Committee. It will liaise with independent external auditors to ensure that the Mission's financial statements are audited in a timely manner.

3.5 **The Management Information Support (MIS) section** will seek to assist all levels of UMN management in developing information systems needed for decision making as well as the methods required to generate the information. It will seek to support computer software and hardware needs and provide a central data processing service where necessary. This section is under the administrative supervision of the Treasurer and relates to the Planning & Evaluation Advisor for overall coordination of UMN's management information needs.

3.6 **Personnel Secretary.** The Personnel department is responsible for the coordination of all expatriate personnel matters. This includes the processing and assignment of new personnel, arrival and visa procurement, and monitoring their progress during their period of service in Nepal. The Department will be responsible for maintenance of all expatriate personnel records.

The Personnel department will encourage the development of strategies for adjusting the management of Nepali personnel matters to the current environment and will work towards establishing appropriate policies for all UMN staff. An adjustment in the staffing of the department will be necessary to meet these needs.

The Training & Development Manager, who has been in post for eighteen months now, will seek to consolidate and build on the important initiatives already begun in this area. There will be resource and budgetary implications for this in the coming year. For details see the expanded Training & Development section's annual plans.

The Medical Coordinator is responsible for the medical assessment of new expatriate personnel; coordination of the provision of health care advice to: expatriate personnel, health care providers, and sending bodies. The Medical Coordinator will continue to provide advice to UMN Administration on medical referrals/repatriations.

The Personal Counsellors are supported administratively by the Personnel Department, however, ultimately they are responsible to the President of the UMN Board. Work in the coming year will include a review of the place and contribution of counsellors in UMN.

3.7 Office Services. The Office Services sector (formerly under the Missionwide Support Project) now reports to the Assistant to the Executive Director. The section is responsible for: photocopying, stationary/supplies, maintenance of the UMN mailing lists, switchboard and telexes/faxes. Emphasis will be placed on improving and upgrading the overall level of service provided to HQ departments, and the coordination and training of secretarial staff. It is hoped to recruit a senior Nepali to assume leadership of this section during next year.

3.8 Archives. The Archives section, which was relocated to Edinburgh University in 1990, has transferred from the Missionwide Support Project and now reports directly to the Executive Director. The Archives Secretary will continue work on setting up an ordered filing system of administrative and personnel files from the beginning of UMN, and to cross reference such documents. Full details are included in the separate Archives annual plans for 1991/1992.

4. Accommodation

UMN will commission the Development & Consulting Services (DCS) architect to conduct a survey of the HQ office accommodation and make recommendations for rearrangement/reallocation of office space on the HQ compound, and minor alterations to the buildings if necessary, to make more efficient use of the existing office space.

5. Resources

5.1 Personnel: 32.5 expatriate FTE (6 vacant). 22.5 Nepali FTE (8.5 vacant).

5.2 Cost frame. The budget is covered under the Missionwide Support Project budget.

### APPENDIX 3

#### PLANNING, MONITORING, EVALUATION & MANAGEMENT INFORMATION SUPPORT

##### (A) PLANNING & EVALUATION ADVISOR Annual Plan 1991/1992

###### MANDATE & PURPOSE

This function requires a clear policy mandate from the highest level of the organization that requires decision-making to be based upon the coherent presentation of specific and objective information. The purpose of this function is to facilitate the development and implementation of a planning, monitoring and evaluation process throughout the organization and its various components that is supported by appropriate management information systems.

###### GENERAL OBJECTIVES

- A. To facilitate the planning, monitoring and evaluation process of the organization.
- B. To provide consultancy in all aspects of planning, monitoring and evaluation at all levels of the organization.

###### ACTIVITIES

1. Continuation of presently-committed activities of the Health Services' Planning, Information and Evaluation Section (as per 1991/92 Annual Plan) not otherwise specified by the above objectives and following activities (where listed elsewhere these are identified by '[PIE]').
  - 1.1. Continue to assist in research and evaluation work in the Gorkha Tb Control Support Programme.
  - 1.2. Cooperate in the development and implementation of a pilot test study for a computer-based Outpatient Visit Information system in Tansen Hospital.
  - 1.3. Assist HSO in maintaining present two-way flow of information between projects and HMG/N MOH offices.
    - 1.3.1. Assist the rationalization of information-reporting requirements (i.e. who should send what where).
    - 1.3.2. Assist in development of computer-holdings of information that passes through HSO to improve reporting capability.
    - 1.3.3. Possibly assist investigation of opportunities for an improved leprosy statistics holding and reporting system.
  - 1.4. Assist HSO in supervision of data entry for Inpatient Discharge Information from the four UMN hospitals and Outpatient Visit Information for Okhaldhunga Hospital.
  - 1.5. Develop a long-term analysis of information from Uniform Reports of the four UMN hospitals.

- 1.6. Develop an analytical presentation for Outpatient Visit Information from Okhaldhunga Hospital.
- 1.7. Develop a long-term analysis of Inpatient Discharge Information from the four UMN hospitals.
- 1.8. Assist in the development of a working model for the ongoing operation of the Hospital Uniform Reports system.
- 1.9. Assist MIS in the completion of programming for the Inpatient Discharge Information System and Okhaldhunga Outpatient Visit Information System.

2. Development and facilitation of the planning, monitoring and evaluation process in the UMN beginning at the level of strategic policy and decision-making processes.

- 2.1. Assist in the planning and implementation of the strategic planning exercises for the Board, Health Services and Rural Development Departments [PIE-upgraded].
- 2.2. Assist in the development of planning and reporting guidelines missionwide and formats for HS Department plans and reports in particular [PIE-upgraded].
- 2.3. Assist in review of decision-making processes for planning and reporting especially in regards to the role of the ECC.
- 2.4. Assist in the development of policy proposals for issues that EC wish presented to the Board.
- 2.5. Assist in analysis of information needs of decision-making processes for the purpose of developing appropriate management information systems [PIE-upgraded].

3. Consultancy on other issues and problems according to available resources and the priorities of the Executive Director

- 3.1. Be available for consulting to the ED and other HQ personnel on a regular basis; and to projects and other components of the UMN administration on the basis of negotiation with top priority given to facilitation of decision-making [PIE-upgraded].
- 3.2. Take responsibility for a short-term consultancy regarding Hospital Funding and assist in follow-up therefrom [PIE].
- 3.3. Continue to assist in networking, research and policy development relating to Urban Development [PIE].

#### PERSONNEL

Planning & Evaluation Advisor - 1 FTE, level E (filled)

(this post is shifted from the Health Services Office, Planning, Information & Evaluation Section)

Summary

The Management Information Support Section (MIS), is a section of UMN's Head Quarters, and relates closely with the Planning and Evaluation Advisor. The main function of this section is to give technical support for the maintenance and development of computer based information systems mission-wide. In addition there will be an important role in the training of Nepalis in data management and programming.

Activities

1. Priority will be given to the maintenance of existing information systems. ("Maintenance" is used in the sense of correcting faults in the programs or assisting if the system does not work due to other hardware or software problems). This could also involve the need for training of new users of existing systems.
2. Development of management information system as identified and approved through the process of a review of management information needs.
3. The training of the Programmer (Trainee). It is assumed that the person filling this position will have some knowledge of dBase programming, but will need supervision as well as some special training. There are a number of improvements to the existing information systems that would provide good scope for a trainee to get to know the UMN systems while increasing his/her knowledge of programming. Included in this area would be improvements to the following systems:

<u>Section</u>	<u>System</u>
Personnel	Government Reporting
Archive	Historic List of UMN Personnel
Personnel/PPC	Database of Nepali staff

4. In addition to the Management Information Review, and systems listed above the following development work has been requested of the section:

- 4.1 Bandhari (stock control) for MSD:  
Review and speeding up of system. Checking pricing mechanism.
- 4.2 Expatriate Medical Survey for Personnel / Medical Coordinator (NEW system):  
To provide a database system for the storing of details from the annual medical forms.
- 4.3 Uniform Reporting, for the four UMN hospitals:
  - Programming work in development of a long-term analysis of information from the Uniform Reporting system.
  - In light of above analysis, develop an ongoing system to produce standard reporting.
- 4.4 Outpatient system from Okhaldhunga:
  - Complete programming of the existing system.
  - Programming development of an analytical presentation of data.

4.5 Inpatient discharge, for the four UMN Hospitals:  
- Complete programming of the existing system.  
- Programming Development of a long-term analysis of Inpatient Discharge Information.

4.6 'Data Holding' for PIE/HSO:  
Develop computer holdings of information that passes through PIE/HSO to improve reporting capability.

Any development work will include as part of the job the training of personnel to use the new / altered system.

5. Supervision of PIE's Data Entry Function. A request has come from the Health Services Office to provide supervision of the process of PIE's data entry, while work is been done to complete programming of the Outpatient and Inpatient systems. This would also involve an evaluation of the personnel needed to operate a completed system.

#### Staffing Levels

Manager / Systems Analyst	- 1 FTE, level E
Technical Programmer	- 1 FTE, level E
Software Trainer	- 1 FTE, level 7/8
Programmer Trainee	- 1 FTE, level 5/6

There is the possibility that none of the above posts will be filled before January 1992.

The following post has not been included on the HQ post list under HSO but should have been (in the current year this post is under the PIE section of HSO):

Data / Entry Clerk	1 FTE, level 4/5
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TRAINING AND DEVELOPMENT  
Annual Plan 1991/1992

**1. INTRODUCTION**

This is the first time this Plan and Budget has been submitted. The position of Training and Development Manager was created 2 years ago, to help improve the skills of both Nepalis, and Expatriates back on-the-job particularly in non-technical skills.

Further, this plan and budget "fleshes" out some of the practical and budget implications of the TSP In-Service Training policy guidelines accepted at the EC (Nov. 1990). It proposes serious, results orientated, in-country, in-organisation programs in important, "non-technical" areas.

**2. BACKGROUND ASSUMPTIONS**

The following assumptions underline this plan. Some of these are different to those currently evident in UMN.

1. Both Nepalis and Expatriates need training. Particularly in non-technical fields, neither Nepalis nor expatriates come to the job with all the skills they need. Whoever has to do the job needs the skills to do it. Funds to train Nepalis and expatriates need to be available to UMN in Nepal. While the goal is to skill Nepalis for Nepal, some training of expatriates is essential to achieve this goal. The funding arrangements for this need to be carefully considered.
2. Training programs need to be aimed at achieving changed improved performance back on-the-job.
3. Serious inside organisation training programs can be much more cost effective for the organisation and more useful in terms of skill transfer for individuals than sending individuals to outside academic programs. Training should benefit both the individual and the organisation.
4. Resources spent on training expatriate Managers/Supervisors and developing "training systems" (e.g. Performance Review System), is of significant "indirect" benefit towards the "primary goal" of training Nepalis for Nepal.
5. That to implement training initiatives, we will need to use a mixture of internal (to UMN) and external resources. When available, UMN staff or local Nepali consultants will be used. Any international consultant used should be used in a way that also builds up skills in local Nepali resources.

**3. OVERVIEW OF GOALS AND OBJECTIVES**

The overall purpose of the function is to improve UMN's effectiveness by helping it be an "EXCELLENT TRAINING ORGANIZATION" (an organization that effectively develops its human resources). To do this, initiatives need to be taken in two broad areas:

3.1 PROGRAM DEVELOPMENT AND DELIVERY (here the goal is to provide training in particular areas of non-technical skills).

- \* Senior Management Development Programs This will involve developing and implementing skills development activities for UMN's top 2 management levels (i.e. Departmental Secretaries and Project Directors, Heads of Institutions, Company Executive Officers). (This involves a mixture of Nepali and expatriates).
- \* Mid-level Management/Supervision programs (for Sections Heads and 1st Line Supervisors) The first program run in November 1990 needs to be built on and continued. (This involves mainly Nepali with some expatriates).
- \* Trainer Training The momentum begun with the John Collum Program needs to be maintained. (This involves a mixture of Nepalis and expatriates).
- \* Language and Orientation Program Review There will need to be some continuing input from this area.
- \* CDHP Review Implementation is likely to have "Training" implications, requiring some involvement from this area.
- \* Adhoc requests, consultation, advise A significant aspect of "bread and butter" business is responding to small requests for help and advice.

Note The first 3' priorities listed here, represent 3 basic skill areas in which UMN will need to provide on-going training programs. Current staff numbers and turnover will require a minimum of one program a year in each of these areas.

3.2 POLICY AND INFRASTRUCTURE DEVELOPMENT

- \* developing an overall agreed UMN Training and Development policy, that defines what we mean by terminology, defines responsibilities and options etc.
- \* developing a blueprint' proposal for Staffing and Resourcing T & D activity in UMN.
- \* developing and implementing Performance Review/Appraisal Systems.  
(Covers both Nepalis and expatriate).

These are the overall priorities recommended for the next 12 months.

**MISSIONWIDE SUPPORT PROJECT**  
**Annual Plan 1991/1992**

1. Project Description

The Missionwide Support Project is located in the Headquarters compound and surrounding area of Thapathali in Kathmandu. The Project brings together, administratively, the wide range of services listed in the activities.

2. General Objectives

To provide a network of support services to link UMN Projects missionwide. We will focus our emphasis on training by expatriates in areas of administration and practical skills, while Nepali staff will seek a better understanding of the work through the implementation of controls in each department.

3. Activities

The plan is to continue and improve the support services offered by the project in the following areas:

- I. Accounts Office will continue to maintain the accounts and associated records of the MSP, missionwide accounts, staff provident fund and personal accounts of the UMNers.
- II. Central Services Department will be involved with the purchasing and transport of goods, international/domestic travel arrangements, processing of insurance, charters of plane/helicopters, advertisements.
- III. Guesthouses will provide accommodations for incoming LOPers those who wish to make use of the Guesthouse facilities and UMNers living outside the valley when they visit Kathmandu as well as for the visitors coming from aboard.
- IV. Library continues to maintain a wide range of information materials, reference books and periodicals to assist UMN appointees in their particular area of work within the mission.
- V. Mailroom will continue handling all internal and external mail to Projects and overseas. It will continue as a source of information concerning whereabouts of personnel and the current situation of overseas mail coming and going.
- VI. Missionwide Maintenance will offer support to projects missionwide with specialized technical assistance in mechanical and electrical maintenance.
- VII. Open House Clinic will continue to provide clinical services for UMN expatriate personnel through a Primary Health Care Unit, which includes maternal and child health facilities and referral access to Patan Hospital.
- VIII. Publication Office will produce and promote publicity materials to describe the work of UMN in its various projects, produces regular News Magazines, and UMNews and video presentation of UMN.

IX. Public Relations Department will continue to make arrangements for the meeting of returning Board Appointees from furloughs and organizing itineraries for official UMN visitors.

X. Valley Housing will continue to provide management and maintenance of UMN properties and furniture in the Kathmandu Valley.

4. Expatriate Personnel

MSP Director/Property-Service Manager	Business Manager
Mechanical Technician	Publication Officer
Guesthouse Hostess	Expatriate Nurse

Posts for Nepali Staff: 65  
Actual Nepali Staff : 59

## APPENDIX 6

ADVISORY GROUP ON NEPALI WOMEN  
Annual Plan 1991/1992DESCRIPTION

The AGNW, as an integrated section of UMN recognises the full worth and humanity accorded to women by Jesus and determines to continue to work for the good of girls and women within Nepali society.

OBJECTIVE

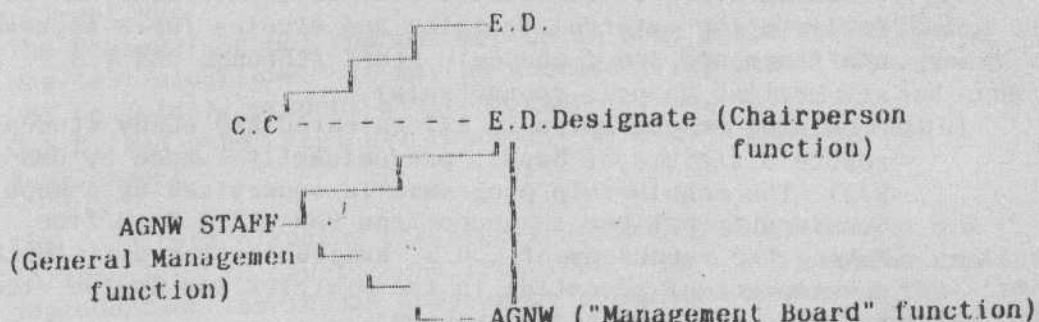
Although women contribute an important part to the economy of this country and the well-being of the people, their interests and needs are often neglected, therefore the AGNW will be an advocate for including women in the appropriate activities of UMN. With a representative at each of UMN's projects to express concerns of women with planners and policy-makers UMN will become a more inclusive entity.

<u>Staffing</u>	Coordinator	N	1	FTE
	Advisor	E	.25	FTE

Budget

<u>Income</u>	
PCS (.25 FTE)	27,000
Grants	168,000
 Total income	 195,000

<u>Expense</u>	
PCS	27,000
Salary	80,000
Travel and Allowance	25,000
Office Supplies and Support	19,000
Seminars	32,000
Materials development	4,000
Miscellaneous	8,000
 Total Expense	 195,000

PROPOSED STRUCTURE FOR AGNW  
E.C.

It is proposed that the designate be someone tied to the central structure of UMN for administration linkage purposes. The person would be appointed by the E.D. following consultations with the AGNW.

**GANDAKI BOARDING SCHOOL**  
**Annual Plan 1991/992**

**1. Description/overview**

G.B.S. is a unique school in Nepal, established as Nepal's first 'Regional School' on the basis of the National Education Committee's 'proposal paper' in 1983 and as a result of the 'Letter of Understanding' between H.M.G.N./UMN in 1984.

The overall purpose of the school is to provide talented boys and girls from various geographic and socio-economic backgrounds with a high standard, all-around education in order to prepare them for higher studies in Nepal, S.A.A.R.C. countries and overseas, and to equip them to make a productive contribution to the future of Nepal in professional/technical areas.

The school is run by a Government-appointed Managing Committee, and UMN has, from the outset, been invited to provide assistance in developing the school to one of international standard. In particular, this entails the seconding of personnel in administration and teaching areas; staff training; student scholarships; and financial support for some capital development projects.

In 1991 G.B.S. will provide English medium instruction to a total of 495 students in Classes 4 - 11 (double sections in 4 - 9; class 11 will prepare for G.C.E. 'O Level' exams in November, 1991). 177 (35%) students will be assisted by UMN T.S.P. Scholarships; The number of girls will increase to 145 (29%), spread throughout all classes.

**2. General Objectives**

The original, general purposes and aims of G.B.S. continue to apply. UMN's involvement in 1991 will entail the following objectives and activities:

- i) Assistance and development of the school by the secondment of UMN personnel to help with administration, teaching, curriculum development and staff training.
- ii) Further strengthening the 'English medium' nature of G.B.S. in Classes 4 - 11 and preparing for future expansion into Higher Secondary Education (see below 4 (iii) ).
- iii) Training staff at various levels, both internally as well as by facilitating external training and studies for 3 support services staff members and 4 academic staff (through UMN T.S.P. scholarships and British Council sponsorship).
- iv) Providing scholarships to 177 talented and needy students from many remote districts of Nepal, predominantly funded by UMN's T.S.P. (see 3.2) The scholarship programme is supervised by a Nepali Scholarship Officer seconded from UMN's T.S.P. Office.
- v) Making the resources of G.B.S. available to assist in the development of education in the District and Region, through teacher training seminars and workshops.
- vi) Providing financial assistance for several approved projects: Classroom extension phase II; staff housing phase II; library development; science equipment; electric refurbishing; office modernization etc.
- vii) UMN will continue to provide input to the management of the school through its membership (Principal and UMN representative) on the Managing Committee.

### 3. Resources

#### 3.1 Personnel:

- a) UMN expatriate posts are - Principal:
  - \* Support Services Manager; Associate Head of Science;
  - \* Associate Head of English; Head of Physical Education; Junior School Supervisor; Science Teacher.
  - \* S.S.M. post will be filled by a Nepali by mid 1991.
  - \*\* Vacant at present; has only been filled for 18 months out of the Regional School's 6 years.
- b) Nepali GBS posts are
 

- Academic staff	34
- Support services staff	<u>71</u>
	105
- c) Nepali UMN Scholarship Officer on secondment from T.S.P. office, Ktm.
- d) Tentative proposal for UMN personnel withdrawal from G.B.S:
  - (May 1990 - Scholarship Officer)
  - June 1991 - Support Service Manager
  - Feb. 1992 - Junior School Supervisor
  - Feb. 1993 - Phys. Ed. Dept. Head
  - Dec. 1992 - Principal

The remaining posts (Science x2 and English) could continue for some time, depending on the needs of the school in the Higher Secondary programme in particular.

- 3.2 Programme Costs: It is worth stressing that G.B.S. is not a UMN project *per se*. It has reached the point of financial independence in terms of running costs, although UMN will continue to assist in providing capital development funding for 1991/92; UMN financial input in 1991 is expected to be :

In-service Scholarships:	Rs. 3,50,000
School Scholarships:	24,00,000
Capital Development etc:	60,00,000
Personnel Contributed	2,60,000
Services	-----
	TOTAL Rs. 90,10,000

The G.B.S. revenue Budget (effective February 1991 to February 1992) will be Rs 87,00,000.

### 4. Future Directions

- i) The Regional School concept may be in some jeopardy following the May 1991 elections. It may be necessary for G.B.S. management and UMN to jointly present a strong case for the viability and need for G.B.S. and other Regional Schools, in Nepal's educational development.
- ii) The long term planning for Higher Secondary studies at G.B.S. (originally 'O Level', and from 1988 '10 + 2') remains unclear and dependent on the future Government's implementation of the '10 + 2' programme. For 1991 we continue to prepare for implementing '10 + 2' at G.B.S., and in the meantime we are offering a limited Year II 'O Level' programme to a small number of students.
- iii) In this 'Silver Jubilee' year, it would be appropriate to conduct an evaluation of G.B.S. and its contribution to secondary education in Nepal during its various stages of development.

JUMLA PROJECT  
Annual Plan 1991/1992

1. Background

This will be the first year of the third agreement between HMGN and UMN for work in Jumla. It will be the twelfth year of the project. For long-term plans, May 1991-July 1995 see EC (2) 5/90.

UMN is assisting HMGN in the establishment and successful operation of the Karnali Technical School (KTS), including construction, equipping, developing and implementing of 3 practical courses in construction, health and agriculture. Training of staff is undertaken and emphasised. Non-KTS related work includes forestry (including replacement of timber used by the school) and UMN tutorial group.

The purpose of the project is to assist in the development of the Karnali Zone of Nepal. The key to the project is taking local students, training them in their local setting with locally needed skills and then HMGN (or private NGO's) employing them in their home areas.

2. Project Objectives

A. Karnali Technical School

- 2.1 To further strengthen the Technical school system in Nepal with involvement in KTS, Jumla.
- 2.2 To continue support of the educational programme in KTS.
- 2.3 To encourage the link between the school and the local community.
- 2.4 To assist in the preparation of curricula and appropriate written materials for the Technical School System.
- 2.5 To emphasise afforestation both inside the school campus and in the local community.
- 2.6 To complete minor capital works which are pending.

B. Non-KTS directly related activities

- 2.7 To provide for the education of UMN primary aged children in Jumla.

3. Target Population

- 3.1 KTS students. Karnali Zone plus the similar geographic districts of Dailekh and Jajarkot.
- 3.2 Forestry. Within a half days walk from KTS and in 3 village development areas only. Forest Guard Training: catchment area is N.W. Nepal.
- 3.3 Local people in short course trainings.

4. Strategy

- 4.1 Send up to 2 KTS staff for further training (as per CTEVT guidelines).
- 4.2 Second a minimum of 1 UMN personnel per trade to KTS to assist in extension work, teaching, materials development and serve as resource personnel (up to 2 people per trade will be seconded if available).

- 4.3 Assist KTS where appropriate, in short courses for local people.
- 4.4 Prepare up to 3 textbooks for use within technical school system (depending upon available staff).
- 4.5 Continue to run a forestry programme, based on the KTS campus. Activities will include:  
Teaching forestry to KTS Agriculture students  
Raising and planting 76,000 seedlings both inside and outside KTS area.  
Conducting short training courses (including one 3 month Forest Guard training).  
Building 25 smokeless stoves  
Continuing agro-forestry and species trials in various locations.
- 4.6 Run a tutorial school for UMN primary aged children starting in January, 1992.

## 5. Resources

### A. Expatriate

KTS - Technical Educational Specialists (minimum 3, maximum 6)  
Forestry Advisor 1/12 (on separate post list)  
Technical Educational Specialist (if requested by CTEVT)  
Tutorial Group Teacher (from Jan. 1992) on separate post list  
1 person will serve as Team Leader.

### B. Nepali

Business office 4  
Forestry  
Programme-In-Charge (level 9) 1

## 6. Training

Training will be sought for the following staff:

Business office	1
Forestry	1
KTS	2 people as per new agreement.

**UMN CHILDREN'S EDUCATION SUPPORT PROGRAMME**  
**Annual Plan 1991/1992**

**Description**

This support Programme provides education for children of mission families. Primary Tutorial Groups in UMN projects meet younger children's needs while Kathmandu International Study Centre in Ktm meets secondary aged children's needs. Each group is run by a Management Committee composed of parents, non-parents, and teachers. Each group is financed through fees from students. In some circumstances, UMN will seek funding for capital items. A Task Force will continue reviewing education needs of mission children.

**Activities**

a. Primary tutorial groups will function in the following locations:

Jumla	(starting Jan 1992)
Jhimruk	(starting July 1991)
Butwal	
Amp Pipal	
Surkhet	(starting July 1991)
Okhaldhunga	
Tansen	
Kathmandu	

b. KISC will continue providing education to approximately 50 students. A UMN Counsellor will have contact with KISC youth through part-time teaching to facilitate Counselling services to the young person at KISC. Other volunteer teachers will provide services to KISC personnel.

Tutorial group teacher	8
KISC Principal	1
KISC tutors	6
KISC House parents	1 couple

PCS Rs.1,053,000

**UMN BUSINESS SCHOOL**  
**Annual Plan 1991/1992**

**1. Description:**

The Business School was started to meet the need for well-trained Nepali secretarial staff within UMN and the wider community. It offers a 7-month Secretarial Science Course, covering the following subjects: shorthand (Forkner method), dictaphone, typing (English and Nepali keyboard), Wordperfect computer training, Commercial English, office procedures (filing, exposure to telephone, telex, fax, duplicating and photocopying machines), as well as an introduction to bookkeeping.

At the present time, there continues to be a great need for this training, as is evident by the placement within UMN of 28 of the 130 graduates from the last 11 classes, as well as in-service trainees from Kathmandu, Tansen, Pokhara, and Butwal. The remainder are working within the private sector. Requests from the business community and frequent advertisements in the Rising Nepal also indicate a continuing need for secretaries.

Places on the course are offered to young Nepali people with a suitable standard of English and the potential to make good secretaries. Students come mostly from within the Kathmandu valley.

Currently, the Business School offers an English-as-a-Second Language Programme (ESL) at 4 levels. This programme is offered to approximately 100 students per course and is intended to serve the needs of:

- a) Prospective Secretarial Science or computing students from the lower economic sphere of Nepal.
- b) UMN Nepali staff who require on-the-job English knowledge.
- c) Campus students who need to improve their written and oral comprehension in order to help them in their campus studies.

In addition, the Business School offers computer courses on WordPerfect and Lotus.

The school gives priority to needy but suitably qualified candidates. This includes candidates from different orphanages such as Bal Mandir and the SOS Village. We intend to investigate further ways of recruiting an increased number of these candidates.

**2. General Objectives**

- 1) To provide quality instruction to students in the Secretarial Science, ESL Programmes, and Computing Programmes. First priority will be given to UMN staff and then to disadvantaged people.
- ii) To keep abreast of trends in the business world and adjust the courses as necessary.

**3. Strategy**

Considering the need of English and Secretarial skills of (a) UMN Nepali staff and (b) people from lower economic background, we propose to effect the following changes during the next 12-month period:

- a. Continue Secretarial Science course.

- b. Introduce three and half-month Intensive Secretarial Science course.
- c. Phase out the number of general ESL classes.
- d. Research and design full-time English & Commercial course aimed at UMN projects' need.
- e. Research UMN Headquarters English requirements.
- f. Research, design, and subsequently introduce TOEFL preparation course.
- g. Attention will be given to begin to develop locally oriented ESL materials and teacher training resources suitable for Nepali and expatriate teachers.
- h. Investigate ways to reach disadvantaged candidates.

The school will also look at the possibility of running a short-term management course for UMN staff.

Monitoring and Evaluation of the overall programmes will be done on a regular basis.

4. Personnel

Nepali:      1 Director  
                  1 Commercial Subjects  
                    Instructor  
                  1 Computing Instructor  
                  1 ESL Teacher  
                  1 Office Secretary  
                  1 Helper

Expatriate:    2 ESL Teacher/Teacher Trainer  
                  .5 Volunteer

LANGUAGE AND ORIENTATION PROGRAMME  
Annual Plan 1991/1992

1. Description

The LOP provides to new UMN personnel a basic course which includes Nepali language and orientation to UMN and the cultures of Nepal. Following the basic course, part-time language learning time is allotted to new personnel to continue language learning while working and living in an assigned UMN project.

UMN has a contract with a private company, LARC, which provides most of the teachers for Nepali language learning in the basic course and UMN project areas as well. Each UMN project has a Project Language Supervisor to help motivate learners, implement UMN language policy and help evaluate language learning. The UMN Orientation Administrator coordinates the orientation learning.

Late in 1990, a LOP Task Force was created by the Coordinating Committee to suggest possible changes in the structure, process and content of the LOP course. The Task Force is striving to create a proposal that enables learners to be in closer contact with Nepali culture and Nepali language speakers during LOP. In addition, the emerging LOP proposal intends to encourage independent learning skills and to be more individualized to learners. The Task Force is also seeking to integrate language learning and cultural orientation.

2. General Objectives

- a. To continue the LOP program in its present form yet incorporate aspects of the Task Force suggestions into the current program immediately as possible.
- b. To form and train the LOP Team and implement the C.C. approved proposal.
- c. To provide an adequate Language & Orientation Programme for each new UMN person.

3. Strategy

- a. Begin using identified UMN expatriate skills as a basis for planning LOP curriculum.
- b. Begin using the emerging process and structure of the Task Force proposal as soon as possible.
- c. Recruit, hire and train needed staff to implement Task Force proposal.
- d. Hire training consultant(s) to give expertise to UMN staff on production of LOP Skill Manual and begin manual development.
- e. Monitor implementation process and make recommendations to C.C. for staff resource needs/changes.
- f. Provide language and orientation programmes for 30 new learners and on-going language study for post-basic learners both in Kathmandu and outside projects.

4. Resources

Personnel: The LOP TEAM will include:

- 1 Expatriate Host/Hostess-continuing under MSP.
- 1 Expatriate LOP Administrator-post to become LOP Coordinator
- 1 Nepali Language Administrator-post to become LOP Assistant Coordinator
- 1 Nepali Teacher Trainer/Material Developer-July 1991.
- 1/2 time office Secretary continuing.
- Consultant(s) contracted for limited training time.

Cost frame: Rs. 1,392,500  
Total budget cost Capital

5. Training

Training for LOP Team members to implement  
Task Force structure, process and materials development. Rs 60000

**NON-FORMAL EDUCATION SUPPORT PROGRAM**  
**Annual Plan 1991/1992**

**Description:**

Non-Formal Education seeks to enable participants to grow in confidence, resourcefulness, skill & understanding so that positive change may come to the individual and the community through their own decision, resources and efforts. The NFE Support Program will respond to requests for technical support and assistance from UMN and other projects in carrying out educational aspects of their programs; and will cooperate with HMG's Ministry of Education and Culture for the achievement of the national goal of education for all.

**General Objectives:**

1. To encourage UMN workers from all projects and disciplines to recognise the potential of NFE for achieving their project objectives, and to help them use NFE philosophy and techniques extensively and effectively in their work.
2. To cooperate with the Adult Education section of HMG's MoEC, and with other NGOs, in producing NFE program materials and methods for use Nepal-wide for post basic literacy learners.
3. To provide pre-service and in-service training to NFE personnel in UMN projects, with particular emphasis on the need for training NFE supervisors.
4. To maintain a resource centre from which NFE materials and resources can be made available to workers.
5. To encourage the exchange of information between NFE workers in UMN and other programs.

**Program Activities:**

1. **Project visits:** The NFE Support Program staff will visit each UMN project which has an NFE component, at least once a year to advise and support workers in projects, and to facilitate communication between these workers.
2. **Training**
  - a) To provide training as required by projects.
  - b) To conduct one major workshop seminar per year for all UMN NFE personnel.
  - c) To organise and administer orientation (pre-service) and in-service training for NFE supervisor level staff members appointed to the projects.
  - d) To conduct one supervisors' workshop to strengthen UMN's NFE program.
  - e) To continue literacy class for UMN staff in Kathmandu HQ.
  - f) To continue discussions with HMG on involvement in NFE in Jajarkot District.
  - g) Hire an NFE trainer as a replacement for the senior NFE consultant transferred to Jajarkot project.
  - h) To send Senior Nepali Consultant for M.ED. studies.

3. Materials:

- a) To produce one major teaching/learning package per year for use in Nepal's post-basic literacy program and test it before larger production.
- b) To produce a range of simple reading books for new readers.
- c) To assist other functional areas in UMN (EID, RD, HS) to produce written materials at a level suitable for the villager without adequate formal education.
- d) To hold stocks of NFE materials which project staff may purchase.
- e) To maintain, augment and circulate a collection of NFE reference material.

4. Liaison.

a) Within UMN:

- i) To work closely with all functional departments in developing mutually useful educational materials and strategies for integrated development.
- ii) To produce an NFE newsletter at least twice a year for distribution to all projects and interested individuals.

b) With HMG:

To attend all relevant meetings called by the MoEC, and to maintain contact with the Adult Education section.

c) With other organisations:

To continue and develop cooperation and communication with other NFE organisations.

5. Evaluation:

- a) NFE Support Program staff will submit reports to the Education Secretary following each major activity.
- b) Participants in training activities and project visits will be asked to comment on the benefits and shortcomings of these activities.
- c) All proposals for the development of new materials will be evaluated by a committee of field workers before acceptance; in the course of development, materials will be field-tested by target users in UMN sites.

Personnel:

Expatriate post	:	Senior NFE consultant
Nepali staff posts	:	2.5 including NFE Trainer.

**NON-FORMAL EDUCATION BOOK PROJECT**  
**Annual Plan 1991/1992**

1. **PROJECT OBJECTIVES:**

- a. To print 10 easy-reading books for adult new readers and distribute these after training in their possible uses.
- b. To collect 10 + scripts, prepare artwork and trial these in project sites throughout Nepal prior to funding and printing phases.

2. **STRATEGY:**

- a. Completed and trialed typescript and artwork for 10 books will be taken to Australia and financial sponsorship will be sought for printing of each title. | June - September, 91
- b. Once sponsorship is gained, Australian printer will prepare film (colour separations, etc.) ready for printing. | October - November, 91
- c. Books will be printed in Nepal. | December 1991
- d. Books will be released to coincide with training modules designed to help NFE staff to use these in their programmes. | October - December 91
- e. New scripts will be collected from as wide a variety of sources as possible, using the method of taking people's own stories at their dictation. | January 1992
- f. Three Australian artists will work in the field with Nepali young artists to prepare illustrations for these scripts. | February - May, 1992
- g. Draft scripts and illustrations will be field-tested in project areas. |
- h. Approved books will be taken to Australia for financial sponsorship and preparation for printing. | May -

**RESOURCES:**

**Personnel:**

- a. 1 ex-patriate
- b. Share in NFE Secretary
- c. Use of DCP Advisory and Technical staff.

**Equipment:** Use of appropriate Computer with Nepali Programme.

**TRAINING:**

- a. NFE field staff are being trained in methods of script collection.
- b. Young Nepali artists will be trained in techniques of illustrating books by sharing in the field drawing.

## APPENDIX 14

### JAJARKOT NON-FORMAL EDUCATION PROJECT LONG-TERM PLAN, PHASE I (Jan 91 - July 94)

#### 1. Introduction

Responding to an invitation by the Ministry of Education to be involved in a large-scale literacy programme in one district of Nepal, the UMN enter into an agreement with HMG/N to conduct a Non-Formal Education project in Jajarkot District of Western Nepal. This will be carried out during the decade 1990-2000. This present document covers the initial 3½ years of the project.

#### 2. Objective

The aim is to enable adults in the age-group 15-45 to learn to read, write and calculate and to develop the awareness and skills necessary for positive local and personal development.

#### 3. Strategy

- 3.1 The project will concentrate its activities on the southern, most populous part of Jajarkot District.
- 3.2 The project will start slowly, training local people to be class supervisors.
- 3.3 Through the NFE classes using the government primers, literacy and numeracy will be taught, but the project will also encourage development activities stimulated by discussion themes in the literacy primer.
- 3.4 Involvement in a particular group will be a) 8 months basic literacy and numeracy b) 8 months of post-basic follow up literacy work c) a further period of encouraging development activities, depending on the responsiveness of the group.

4. <u>Activities</u>	Jan91-Jul91	Jul91-Jul92	Jul92-Jul93	Jul93-Jul94
4.1 Set up Project facilities	—	—	—	—
4.2 Survey area	—	—	—	—
4.3 Recruit & train 10 supervisors	—	—	—	—
- Supervisors conduct NFE basic course classes total 10 classes	—	—	—	—
- Ongoing supervision & training of supervisors	—	—	—	—
- Identify new class locations in target areas	—	—	—	—
- Recruit & train 60 facilitators	—	—	—	—
- 50 Facilitators conduct one basic course class each	—	—	—	—
- 10 Facilitators conduct post-basic course in original groups	—	—	—	—
- 10 Supervisors monitor all classes	—	—	—	—
- 50 Facilitators conduct post-basic course	—	—	—	—
- Continuing education/ income-generation in original groups	—	—	—	—
- Prepare phase II long-term plan	—	—	—	—

5. <u>Personnel</u>	Jan91-July91	Jul91-Jul92	Jul92-Jul93	Jul93-Jul94
<u>Expatriate</u>				
Project Director				
NFE Specialist				
NFE/Community Dev.				
Specialists				
Income Generation Advis				
<u>Nepali</u>				
NFE Programme In-charge				
Office Manager				
Supervisors (x10)				
Mail Runner				
Peon				
Store Keeper/Office Asst.				
NFE Assistant				
Secretary/typist				

6. Finance

There is a Phase (3 1/2 year) budget of Rs 7.2 million.

7. Evaluation

The Project will be monitored by the staff on site particularly as to the optimum way and timing for moving to new areas. This information will be used in planning the phase II plan.

TRAINING & SCHOLARSHIP PROGRAMME  
Annual Plan 1991/1992

**1. Programme Description**

TSP has assisted more than 2000 young people to receive an education in the school and in the college who otherwise would have no means to continue their education.

These young people have been given assistance considering the need of such assistance in their families, the remoteness and their social status with greater emphasis on the education of girls/women, disadvantaged groups, disabled etc.

TSP also gives scholarship assistance to those working with the UMN projects for further education to upgrade their services to the UMN Project.

**2. Programme Objectives**

The objectives of the TSP will be to assist young people who are financially needy to receive tertiary level of education in professional fields to prepare them to take leadership within UMN and outside the UMN. TSP will stress the need to educate more women & girls by making available the information to Project stations and to surrounding districts in the region.

TSP will continue to assist the UMN Projects and related projects/institutions to upgrade the education of their staff personnel from the UMN Hospitals, Development and Engineering Projects and schools. The training institutions will be sought in Nepal, India and overseas as is necessary.

TSP will continue to make education available up to high school level for financially disadvantaged children in location where we have personnel working who can exercise some oversight on them.

**3. Programme Activities**

	# of students that will have scholarships as of July 15 1991	# of new Scholarships to be granted during 1991/92	# of students graduating during 1991/92	# of students that will have scholarship as of July 1992
a. School Level	311	40	24	327
b. General	138	80	48	170
c. Inservice	80	105	50	135
d. Advanced	3		2	1

(a).1 30 boys and girls will be granted scholarship in GBS for this school year. 167 boys and girls are studying on scholarships in GBS at present. The increase is 18% .

(b).1 10 -12 scholarships will be awarded to the needy children from different schools. At present, 144 such children are studying in different schools in Kathmandu and other districts in the Kingdom

(c).1 105 more scholarships may be awarded under Inservice including few (say 10) of them who will go over-seas like in the previous year. Those plans are based on information from Project plans. There are 80 staff personnel studying under in-service including 10 studying overseas.

- e. We will further develop course information resource and funding source possibilities by correspondence and by personally visiting the place.
- f. We will develop follow up evaluation process for returned Inservice trainees.
- g. We will develop regular reporting system which enables the analysis of programme objectives.

4. Personnel/Training

Nepali staff	9
Expatriate Training	1 (6 months)
	1 person in preparation course for Librarian

**DEVELOPMENT COMMUNICATION PRODUCTION**  
**Annual Plan 1991/1992**

Background

Development Communication Productions is about to complete it's fourth year of running since Health EducationMaterial Department of International Nepal Fellowship began torun in combination with the United Mission to Nepal's EducationMaterial Section. Also it has been four years since it moved to Kathmandu from Pokhara.

In these four years DCP successfully met its target to cover its running cost as well as meeting the needs and expectations of its clients. To fulfill the aspirations of its supporting Missions & other clients it continued to produce various types of materials in different formats from both Audio Visual and Graphics sections. Together with the increase in quantity it also improved the quality of the products.

In the new agreement with HMG/N, DCP is recognised as one of the supporting programmes of INF with the official name Development Communication Productions. Besides INF & UMN programmes DCP is promoting among different health & community development related organisations in government & non-government sectors. Recently, in a Health Trainers' Workshop organised by Resource Centre for Primary Health Care in which more than 25 organisations participated DCP was been acknowledged as one of the major material development centres in the country and is now a member of a Task Force created to coordinate for trainings & material development among organizations.

Rationale of the Plan

DCP gives priority to INF & UMN Programmes in developing materials because of their commitment & support for DCP. However, it wants to work for other health & community development programmes as resources permit. To enhance DCP's services both in terms of quality & quantity as well as to furnish it by equipment & techniques, the DCP Management Committee has approved a step by step upgrading of both sections. In accordance with this vision it is imminent to plan for 1991 for the following reasons:

1. The Audio Visual Section was upgraded during the past few years & now it is time to upgrade the Graphics Section as agreed in the DCP Management Committee meeting of 14 February, 1989 (see # 4, Role of DCP).
2. Early in 1991 new expatriate consultants were assigned to the Graphics Section. Michael Brown is a full time consultant for DCP, while Ross Morgan is in DCP on a part-time voluntary assignment. Thus, the potential service that Graphics section can provide to the clients has increased.
3. The A/V Section is almost matching pace with national standards in terms of technology and equipment while Graphics Section is looking forward to improving its quality and services. The A/V Section needs some equipment & accessories to give the final touch of upgrading started in the past years, however.

**Capital items to be imported to upgrade Graphic & A/V sections**

New Staff

DCP Management Committee held on March 4, 1991 approved 3 1/2 (three and a half) new posts in DCP for 1991/92. The approved posts are:- Peon, A/V coordinator, Computer Operator and a Research & Design Coordinator. The peon is to be hired immediately. The A/V Coordinator and a Computer Operator will be hired from the beginning of fiscal year 1991/92. A Research & Design Coordinator will be hired from Jan 1992 (half of the fiscal year).

#### New Research & Design Section

In the last meeting of DCP Management Committee Michael Brown submitted a discussion paper "Printshop or Consultancy ?" This paper raised a need for research, design, pre-testing and post evaluation of materials produced by DCP. This has been circulated within different INF programmes. The creation of a post for a Research & Design Coordinator during the 2nd half of the year 1991/92 shows the willingness of the MC to create such a section in DCP. An official acceptance of the proposal is under consideration by the INF Medical Coordinating committee, however.

This new section:-

- Shall work closely with clients in collecting informations to find out the specific material needs.
- Shall research, pre-test & design materials to meet clients' needs.
- Shall perform post evaluation to check the suitability & impact of the produced materials in the specific target audiences.
- Shall provide training & consultancy services to client programmes.
- Shall keep research findings & information to share with clients and to use in the future in similar cases.

#### Renovation and/or Building

DCP has been renting a building in Sanepa for the last four years. This contract will expire by the end of June 1991. The last DCP/MC meeting considered the fact of overcrowding in the present building. Three alternatives were suggested (see MC Minutes 2.b.1,2,3 of March 4, 1991) As the existing building is overcrowded, an expansion of the department would require construction of new rooms. In choosing one of the three options passed by the MC the following factors should be considered:

1. Barely two months are left until the contract expires.
2. It might mean work-loss of at least one month to move in to a new building.
3. There will be some transportation costs in moving.
4. The rent in a new premises will be at least double.
5. It will take some time for clients get used to a new location.
6. A new building might need some renovation/adjustment.
7. Although the landlord at present shows an interest to sell the premises, there are no funds to buy it.
8. DCP can not buy property such as land & buildings yet.
9. The premises at present needs renovation to prepare for expansion/upgrading eg: the Research & Design Section
10. A prior approval from the landlord is needed for the renovation work.
11. A Renovation budget should be arranged.
12. Some renovation work is already done in the existing building.
13. About 20 percent rent might increase for the existing premises in a new contract.

## APPENDIX 17

### BUTWAL PROJECT

#### DEVELOPMENT AND CONSULTING SERVICES

#### Annual Plan 1991/1992

##### 1. Description

Development and consulting Services (DCS) was established in 1972 when it was separated out from Butwal Technical Institute (BTI). DCS is involved in development work in the mechanical, electrical, and building materials fields. The materials and equipment are promoted throughout Nepal by installations, training, site visits, displays, and seminars. Architectural and engineering design and consultancy is offered primarily to UMN projects and also to other parties. Computer training is made available to outside parties. DCS also gives service to UMN and other projects by purchasing goods and tickets, etc. and also general administration and accounting services.

##### 2. Objectives

To encourage the growth of industry, to support industry and to stimulate industrial leadership in Nepal both in rural and urban areas; through example, training, service, research and development, advice and consultancy, and investment.

##### 3. Activities

###### A. Design Office Department

The Design Office offers consulting services in design, construction, and costing for building projects. It also has capability for surveying and design of micro-hydro power installations.

Work will continue in the design of low cost housing. A new area will be the development of precast concrete components for buildings.

###### B. Materials Technology Department

This department was established to develop materials for use in low cost shelters, housing generally, and rural and urban infrastructure developments. The activities will include studying housing needs, researching the work done in other countries, developing applications for Nepal that are technically feasible.

The Roofing Tile Program is actively disseminating concrete roofing tiles through training, equipment supply and follow-up. Support to over 60 established entrepreneurs will be done through visits and evaluations, and a follow-up seminar. Improvements to the tile making equipment and some alternate tile designs will be worked on.

###### C. Research and Development

The Research and Development Department aims to improve the life of rural Nepalis with appropriate tools and technology. In the mechanical workshop activity will continue on the village level oil expeller, dryer, ram and river pumps, and improvement of the crossflow water turbine. Development of a Nepal-made Pelton style turbine and bio-mass briquette machine are also planned.

The Rural Electrification Program will work on development and testing of electronic current cutouts for rural electrification schemes, digital load and variable speed controllers for micro hydro power generators, induction motor use as generators, and end-use applications of micro hydro power installations. Training will be conducted for DCS's field installation team in electrical equipment function and maintenance.

#### D. Promotion and Training

The promotion of all activities in DCS will be coordinated through this department with exhibitions and training seminars. Training support and promotional materials will also be provided for DCS departments.

With the experience of more than 230 micro hydro installations and increased engineering capacity in DCS, larger electrification schemes (to 100 KW) will be undertaken. In close cooperation with the mechanical and electrical research and development departments, promotion and training for new products such as oil expellers, ram pumps, and electrical components will be undertaken.

Extension workers will be established in two locations in Western Nepal. One site will be the Jumla area and the other will be determined later. These workers will be working closely with local populations to determine their needs and identify opportunities for development which can be uniquely addressed by DCS. The extension worker can also give local customers improved follow-up on DCS installations.

#### E. Computer Training and Secretarial Services

Computer training is given in Basic, Word Perfect, Lotus 1-2-3, and dBase. Computer services and programming are also provided on a cost covering basis to DCS staff, sister companies, and outside parties. With the addition of a new staff member, training will be expanded and a computerized accounting system will be set up in DCS. This department also provides secretarial services for DCS.

#### F. Advanced Training Program

Activity in this program will be slowly reinstated as the demand is increasing for higher level theoretical education of technical tradesmen. The training will be designed and coordinated with the aims of the Council for Technical Education and Vocational Training (CTEVT).

#### G. Administration

The DCS Administration provides accounting, cash, and postal services to DCS and sister organizations, UMN expatriates, and other UMN projects. It also offers photocopying, vehicle, purchasing, clearing, and forwarding services.

### 4. Personnel

The level of staff needed for the operation of DCS is as follows:

	Civil/Arch		Mech/Agri		Electrical		Bus/Adm.	
	Nep	Exp	Nep	Exp	Nep	Exp	Nep	Exp
Director	-	-	-	-	-	-	1	-
Level 10	2	2	2	1	-	1	1	-
Level 9	2	-	3	3	2	-	1	-
Level 8	1	-	-	-	-	-	1	-
Level 7	1	-	-	-	1	-	-	-
Level 5-6	5	-	5	-	3	-	3	-
Level 3-4	3	-	5	-	-	-	4	-
Level 1-2	4	-	5	-	-	-	6	-
Total Staff	68							

**ANDHI KHOLA PROJECT**  
**Annual Plan 1991/1992**

**1. PROJECT DESCRIPTION**

The Andhi Khola Project is a two-part project, incorporating hydro-power development and community-oriented programmes. Andhi Khola Hydel and Rural Electrification Project (AHREP) is a project of the Butwal Power Company (BPC), and rural development programmes are administered by AKP/UMN.

AHREP includes the construction and operation of the Andhi Khola Power Station, a programme for electrification of parts of Palpa and Syangja Districts, and set-up of an organisation to take care of the operation and maintenance of the power station and the distribution system.

Irrigation Programme seeks to develop local irrigation resources on 282 ha. through the Headrace Gravity Irrigation Scheme (HGIS) utilizing excess water from the headrace tunnel of the power plant. It has a general goal of raising the level of income of those in the target population and specifically of reducing the number of people living below subsistence level.

Resource Conservation Programme is a support activity of AHREP and HGIS whereby the potential benefits of electrification and irrigation can be increased by assisting in the protection and improvement of natural resources. This assistance is accomplished mainly through educational and motivational extension and non-formal education.

Drinking Water and Sanitation Programme assists motivated local communities to plan, build and maintain their own drinking water and sanitation systems and engages in education about water and sanitation.

Administration coordinates overall project activities and provides administrative support and services. It directs the activities of the irrigation, drinking water and sanitation, and resource conservation programmes, and coordinates work with BPC's activities.

**2. GENERAL OBJECTIVES**

1. To contribute towards full productive employment in the AKP area.
2. To contribute towards energy independence for the area.
3. To achieve equity in sharing of the means of production.
4. To encourage optimum conservation of natural resources.
5. To contribute towards improvement in general health and well-being in the area.
6. To assist with efficient production of basic goods.

**3. ACTIVITIES**

- A. AHREP will continue to develop the Organisation to set up proper routines on operation and maintenance of the plant, and train staff in them. Work is starting larger-scale distribution of electricity in rural area, based on research in the past two years in the pilot area. In this year, 500 households in village and bazaar areas are targeted for electrification. One new area will be electrified, and rural industries development will be a priority.

B. Irrigation will complete main canal construction in the third and fourth offtakes of the East Canal, the second offtake of the West Canal, and the Ganaki crossing this year. The programme will begin research into lift irrigation options that may supplement the capacities of the present system. Strengthening of the Users' Organization (AKWUA) will continue, with land sales completed in the main command area and sales to poor and marginal members continuing. Share issuing, motivation of potential members and education of shareholders will continue to be very important activities. The programme will investigate ways to encourage savings and credit, and will collect payments on the construction loans from UMN to AKWUA.

C. Resource Conservation in its motivational and educational programmes assists local people in vegetative resource management, increasing local supplies of fodder, fuelwood, and fruit, and control of soil erosion through appropriate agro-forestry activities. The programme supports Irrigation through agricultural and forestry extension activities, and supports the eventual introduction of electricity through non-formal education and village motivational programmes.

D. Drinking Water and Sanitation will complete the 300 household Garangdi System and begin work on a 200 household electric-pumped lift system, to research the possibilities of electrified water supply. These systems will continue to include a sanitation component and latrine building precondition, but the project will not construct toilet slabs as it has in the past. Rather, it will support independent builders, to develop a local slab-building industry.

E. Administration will provide and coordinate office services, vehicles, etc.; direct planning & reporting processes and financial control for rural development programmes; convene coordination meetings, and work with BPC/AHREP management to coordinate present future activities.

#### Personnel

##### Appointee Posts

Project Director  
 ASO  
 Irrigation Engineer  
 Electrical Engineer (BPC)  
 Electrical Engineer (BPC)  
 Motivation Coordinator (BPC)

##### UMN Nepali Staff

Irrigation Programme Coordinator	9
Resource Conservation Programme Coord.	9
Senior Admin. Assistant	8
Drinking Water, & San. Coord.	8

Junior Staff (levels 1-6): 17 people (daily wage & contract) 23 people.

JHIMRUK HYDRO ELECTRIC AND RURAL ELECTRIFICATION PROJECT (JHEREP)  
Annual Plan 1991/1992

1 Description

Located in Pyuthan District in the Western region of Nepal, JHEREP consists of construction of a 12 MW hydropower plant, 135 km of distribution lines, and 45 km of transmission lines connecting JHEREP to the national grid. The Project is covered under an agreement between His Majesty's Government (HMGN) and UMN.

1 Objectives

There are three major objectives: to supply electricity to the national grid; to provide rural electrification to four hill districts; and to develop Nepal's capability to plan and construct hydro power projects and to manufacture and repair equipment for these by strengthening the three UMN related companies involved: Butwal Power Company as owner and manager of the project and its subsidiary BPC Hydroconsult doing design, Himal Hydro as civil contractor, and Nepal Hydro and Electric (NHE) as electro-mechanical contractor.

2 Strategy/Activities

The original construction schedule has been revised, and overall progress is such that the construction will be finished six months later than originally expected. Progress should continue as per the attached construction schedule. By the end of the year detailed design work by Hydroconsult will be completed. On the headworks part of the weir and stilling basins will be constructed, and 600m of upstream river training will be completed. On the powerhouse side, the inclined tunnel will be completed, and excavation of the headrace tunnel will continue. Work on the powerhouse excavation and foundation construction will be ongoing. Construction of the 45 km transmission line from Jhimruk to join the national grid at Lamahi will start, but not be completed within the year.

Penstocks, gates, and machinery and equipment fabrication will be started by NHE in Butwal.

Other activities are also planned in the local community. The project water supply system may be extended to put a water tap in each of four nearby villages. In another village, the present water system may be upgraded, and then the village and project would share water. There are also tentative plans to start NFE/literacy classes in the surrounding villages to increase the contact between communities and project.

Many of the staff and labour have brought their families to site, so a health training programme will be carried out.

Other work training programmes will be held as need and opportunity permits.

A tutorial group will be started.

3 Personnel

Nepali employees will be about 600 - 700.

Expatriate posts: (does not include all posts in hydropower related companies)

Butwal Power Company  
Project Manager (Kathmandu)  
Resident Engineer (new title)  
Electrician Trainer/Supervisor  
Staff Training Officer (for plant operation)

Himal Hydro  
Project Manager  
Senior Site Engineer  
Site Engineer  
Transmission Line Engineer  
Plant Engineer  
Electrical Supervisor  
Quantity Surveyor  
Training Officer

Jhimruk Project  
General Services Officer  
Medical Officer  
Tutorial Group Teacher

**ENGINEERING & INDUSTRIAL DEVELOPMENT DEPARTMENT**  
**Annual Plan 1991/1992**

**1 Description**

The Engineering and Industrial Department is one of four such sections in the UMN. the EID Secretary (EIDS) is responsible to the Executive Director for the management of the projects and personnel allocation for EID work. With the exception of AndhiKhola Rural Development Programmes, all EID work is managed by independent Boards, made up of members from UMN and other organizations. UMN input and influence is through representation on managing boards, secondment of expatriate personnel, and procurement of funding.

**2 Objectives**

Briefly stated, the objective of UMN's Engineering and Industrial Development work is to increase Nepal's capability to develop its own resources by UMN involvement in: training of Nepalis in EID related fields, development and dissemination of appropriate technology, and supporting Nepali institutions which can reduce Nepal's dependence on external assistance.

**3 Strategy**

A. Engineering and Industrial Development Office is located in UMN HQ. The EIDO will:

- increase use of Policy Groups to consider how to implement the long-term strategies for 1991-95;
- Continue to push for greater independence from UMN by the EID-related organisations;
- liaise with other organisations working in EID-related fields; seek new opportunities to establish or expand EID work using small teams in urban or remote areas;
- organise training opportunities for Board Directors on EID related organisations;
- administer our work in a manner which allows the projects and organisations the opportunity to work effectively.

B. EID-Related Organisations

UMN does not directly administer any of the organisations listed below. Therefore, the following comments reflect how EIDO sees its involvement and interests in the UMN related organisations, and does not reflect what decision the managing Board will actually make.

b.1 Butwal Technical Institute (BTI) EIDO hopes to complete negotiations for an Agreement to handover BTI to the Council for Technical Education and Vocational Training (CTEVT). UMN will still be responsible for subsidizing BTI for some years to come.

The EIDO will also continue to work with CTEVT on matters of apprenticeship training.

BTI will be expected to diligently seek training places other than UMN-related organizations.

Details in separate plan.

b.2 Butwal Power Company Pvt. Ltd. (BPC) BPC HYDROCONSULT (BPCH): BPCH, is a consultancy within BPC which aims to build up Nepali expertise within hydropower and other water/civil engineering. BPCH will be primarily involved in design of the Jhimruk Hydel and Rural Electrification Project (JHEREP) and completion of designs for the AndhiKhola Irrigation Project. BPCH will continue to seek to procure contracts from HMGN, as well as work with the International Consultancy Working, on the feasibility study for the newest large hydro electric project for Nepal.

ANDHI KHOLA HYDEL AND RURAL ELECTRIFICATION PROJECT (AHREP): The AHREP 5 MW power will be generating electricity, and establishing routines and training personnel in operation of the plant will be continued. BPC will complete negotiations with Nepal Electricity Authority (NEA) on the sale of electricity to NEA and on the future ownership of the plant. The distribution system will be extended, and electric pumping of water and encouraging rural industries will be given a strong emphasis. Close cooperation with the Rural Development Components will be sought.

JHIMRUK HYDRO ELECTRIC AND RURAL ELECTRIFICATION PROJECT (JHEREP):

BPC will continue in its capacity as owner and manager of JHEREP with responsibility for overall management of the project, including liaison work with HMGN and UMN, and supervision of the work on site.

b.3 Himal Hydro and General Construction Pvt. Ltd. (HH) Himal Hydro will put most of its resources into JHEREP in order to maintain the construction schedule. Efforts to secure other contracts will focus on HH collaborating with international contractors to carry out part of the work on large civil construction jobs, (ie. hydro, irrigation, etc.). Plans for upgrading personnel will continue to be implemented. Use of management consultants will continue to be a part of improving the company's performance.

b.4 Nepal Hydro and Electric Pvt. Ltd. (NHE) NHE will continue to provide electro-mechanical equipment for JHEREP. Other contracts will also be sought, setting up the transformer factory will continue with assistance from the foreign collaborator. The number of BTI trainees in the company is expected to be reduced. Actions have been started which will result in NHE becoming the parent company of Butwal Engineering Works Pvt. Ltd. The land and property issue will be considered as BTI is handed over to CTEVT.

b.5 Butwal Engineering Works Pvt. Ltd. (BEW) Joint operation between BEW and NHE continues, with BEW currently the shareholder in NHE. In the coming year this will be changed so NHE is a shareholder in BEW. The number of BTI trainees will be reduced.

b.6 Gobar Gas Company Pvt. Ltd. (GG) At our request, UMN no longer has a seat on the Board of Directors. Our involvement is limited to that of a shareholder. The company has suggested that Ministry of Finance may be a suitable candidate to handover shares to. This will be explored in the coming year. The company is interested in moving into the area of processing industrial waste. We will explore possible opportunities only if the company bears the responsibility for carrying this out.

b.7 Butwal Plywood Factory Pvt. Ltd. (BPF) BPF production facilities are leased out to another Nepali plywood manufacturer. This seems to be quite successful.

FORESTRY PROGRAMMES: Emphasis will continue to be placed on raising fast growing species as a commercial operation, both on lease land managed by the factory, and on private farmers land. Details covered under separate plan.

b.8 Butwal Wood Industries Pvt. Ltd. (BWI) Steps are being taken to close BWI, and the process should be complete within the year. Details are covered under separate plan.

b.9 Development and Consulting Service (DCS) Staffing will be very good. New initiatives will be expanded programmes in low cost housing and materials technology. In addition expatriate extension workers will be placed in Jumla and another site as well. Details covered under separate plan.

C. EID Projects

c.1 Andhi Khola Project (AKP) BPC will continue to set up organisation with staff and routines to operate and maintain the power station. Rural Electrification will be extended, giving priority to areas where rural industries and other end uses of electricity can be tried. Irrigation, resource conservation and literacy, and drinking water and sanitation programmes will seek to cooperate with each other and RE minimize duplication of work. AKP plans to prepare to move into new areas, in anticipation of extending the Agreement. Details are covered under separate plan.

c.2 Jhimruk Hydro Electric and Rural Electrification Project (JHEREP) BPC and Himal Hydro will continue work on site, and NHE will begin work on electro-mechanical equipment. Small, informal community involvement activities such as NFE are planned. Details are covered under separate plan.

4

Trends

The EID Long-Term Strategy, approved at the November 90 EC gives direction to our work for this coming year. During the April 91 EC several major initiatives and major policy matters will be considered.

A few major challenges and issues will also be ongoing, including: our UMN related organisations are encountering difficulties with tax authorities, and present tax legislation and interpretation seem to inhibit an atmosphere conducive to industrial development; a rural electrification strategy should be developed more fully; the EIDO will need to concentrate more on building up relations with the Non-UMN related industrial community.

**TANSEN HOSPITAL**  
**Annual Plan 1991/1992**

**A. Summary of Long Term Plan 1987 - 1992**

With the exception of handing the management of the Hospital over to an Independent Management Board (IMB), most objectives have been met. It is believed that the difficulty in finding a truly "independent", qualified, number of people who can take on this task is the major stumbling block in reaching this objective.

The financial aspects of managing the United Mission Hospital, Tansen by an Independent Management Board, would be daunting. If the UMN were to continue to fund the Hospital Services through a subsidy - which, at present, is of a diminishing size percentage wise - it might be possible to continue to serve the poor. However, should the Hospital need to find ALL its own finances, only those who could afford its services would be served.

**B. Description and Overview**

In view of the building extensions that are taking place, it will be possible to admit more paediatric medical and obstetric patients. As well, it is anticipated that with the completion of the training of two more anaesthetic nurses, the New Operating Room will be able to be used more efficiently. The fact that the Hospital has now 4 surgeons on its Staff establishment helps! The Hospital will have 6 Nepali Doctor Posts on the Staff in 1991-1992.

**C. Target Population**

The population of the Palpa District, adjacent Districts and the population of Western Nepal for primary and secondary care.

**D. Project Objectives**

To serve the people with quality medical care.

**E. Strategy**

- a. ensuring optimal conditions of employment
- b. ensuring quality medical nursing and administrative care
- c. ensuring provision of staff, facilities and equipment within the means available:

Staff : through training for identified needs (TSP)  
Facilities : through building for identified needs (e.g. Laundry)

Equipment : through identification and purchase of appropriate technology

**F. Resources Needed**

**Personnel:** In view of the commencement of a 24 hour Accident & Emergency Service a number of personnel posts have been requested in the Budget. In addition, in order to allow the Division of Nursing to staff ALL shifts with at least ONE Registered Nurse, 5 Additional Posts have been budgeted for.

Total Posts for 1991-1992      314.5 FTE

**Budgets:** The 1991-1992 Recurrent Budget (Salaries and Expenses) totals NRs. 25,236,500 of which NRs. 6,649,600 (34%) will be UMN Subsidy. It will be necessary to raise fees.

The 1991-1992 Capital Budget (Facilities and Equipment) totals NRs. 5,684,250.

#### **G. Training**

1. **Training and Scholarship Programme:** a total of 14 Scholarships have been requested for the coming year.
2. **Workshops, Seminar, etc:** for the coming year, NRs. 40,000 has been budgeted to allow persons to attend relevant meetings.

#### **H. ANNUAL PLAN FOR SPECIFIC AREAS**

##### **1. Administration Division**

No major changes are planned for the 1991-1992 financial year. A number of administrative measures, planned but not implemented during the 1990-1991 year, will receive further consideration, e.g. to seek to initiate a bank Account/Cheque method of salary payment.

There is a need for a Review of current Purchasing Policies, to ensure that there is central and internal control.

There is a need for a Review of Appointment and Promotion Policy in particular with regard to the Link Level Post concept.

There is a need for a Review of Maintenance Workshop policies and procedures.

Expansion of Hospital Services in past years has not sufficiently taken into account the need for Staff Housing and the increased use of electricity. The latter has pointed to the acute need for a 500 kVA transformer, the former to the acute need for a new Nurses' Hostel. Both these items have been budgeted for.

It is hoped that the 1991-1992 year will see the completion of the 4" water pipe, which will ensure a better supply of water than has hitherto been possible.

##### **2. Medical Division**

For the 1991-1992 year the plans of the division are as follows:

1. To continue the present services for In Patient and Out Patients.
2. To expand the Accident and Emergency Department Services to 24 hours a day, 7 day a week.
3. To improve the Pharmacy facilities
4. To improve the Medical Records Service, specifically for Out Patient Data Retrieval
5. To provide a permanent Leprosy Clinic Room

In order to allow for these plans to come to fruition, it is envisaged that a transfer of the Canteen to newly built/refurbished premises near the present Laundry will allow a transfer of the Pharmacy to the old Canteen premises and the allocation of Staff and Visitors Dining Rooms to the Tuberculosis and Leprosy Clinic.

The areas thus freed on the Hospital's Main Floor will be refurbished to allow for larger areas for the Accident & Emergency Service, the Minor Operating Room and the Surgical Consult Room.

The Medical Record Department will gain some space in order to allow for two more Registration Windows and the inclusion of a small Computer Room for Out Patient Data Entry and Retrieval

A 12 months Pilot Project will evaluate proposed computerisation of OPD Data.

### 3. Nursing Division

For the 1991-1992 year the plans of the Division are as follows:

1. To standardise the Nursing Care and promote the Health of the Patients
2. To train more Staff in Team Nursing
3. To appoint, if possible, experienced Nepali Ward Sisters for each Ward
4. To provide in-hospital In-service Training to Staff to continue to increase their efficiency

In order to assist the Division of Nursing in Nursing Administration, the Hospital has budgeted for a Nursing Consultant with the following Terms of Reference:

- a. To study and evaluate the administrative practice and procedures used in the Nursing Division in the light of modern practice and procedures.
- b. To make recommendations - if any - as to how the Nursing Division's administrative practice and procedures can be adapted to modern practice and procedures in this Hospital, with specific reference to delegation of authority in the organisation of the service.
- c. To study and make recommendations, on the basis of an In-Hospital Dependency Study, of the optimum levels of staff required to provide Nursing Care in this Hospital
- d. To study the current divisions of labour in this Hospital and make relevant recommendations, if any
- e. In consultation with the Hospital Director and/or the Health Services Secretary, study and make recommendations concerning any other part of the Nursing Division that could benefit from such study and recommendations.

It is envisaged that the Nursing Consultant would be recruited from the Indian Sub-Continent.

In this coming year, it is hoped that both the Laundry, which will be relocated physically, and the Housekeeping Department will be provided with new equipment.

PALPA COMMUNITY HEALTH PROJECT  
Annual Plan 1991/1992

**A. GOALS**

1. TO HELP DECREASE MORBIDITY AND MORTALITY IN CHP WORKING AREAS
2. TO HELP INCREASE COMMUNITY INVOLVEMENT IN SUSTAINABLE DEVELOPMENT PROGRAMMES.

**DESCRIPTION OF PROJECT**

Palpa Community Health Project (CHP) is a project working in accordance with the Purposes and Constitution of the United Mission to Nepal.

It is a multiprofessional community health programme involved in preventative and curative medical care, human and animal health volunteer training, agricultural development, drinking water systems and adult education programmes.

It works together with selected communities to enable them to bring about planned controlled development related to their health needs.

It works together with HMG/N District Health Office in support of its Primary Health Care programme through the health posts of Palpa.

**B. COMMUNITY MEDICAL PROGRAMME**

**Male Health Section [MHS] and Womens Programme [WP]**

**2. Objectives**

- 2.1 To provide for each family of selected communities basic information on environmental health, family planning, immunisation, nutrition and oral rehydration.
- 2.2 To collect data for selected communities to show communities needs.
- 2.3 To ensure adequate immunisation coverage: BCG 90%, DPT/Polio 80%, Measles 85% and TT 80% of the target population.
- 2.4 To obtain by motivation 45% household coverage of properly used latrines in the selected communities.
- 2.5 To encourage communities/committees to use the skills of CHLs and MVs as a resource for their community and support those in selected communities through training.
- 2.6 To encourage communities to manage a community clinic and train and support existing CHLs and MVs in these communities to run MCH clinics in this way.
- 2.7 To obtain by motivation and health education 60% well nourished children 1-5 years by MUAC measurement in selected areas and to run nutrition programmes in two selected communities according to measured need.
- 2.8 To ensure 90% of 0-5 years children have Road to Health cards in selected communities with their parents knowing its importance.
- 2.9 To reduce the birthrate through reaching a coverage of 25% of fertile couples accepting family planning measures in selected communities.
- 2.10 To motivate TB and Leprosy patients to take medicines regularly and obtain a 0% defaulter rate in CHP selected communities.
- 2.11 To arrange refresher training for school teachers previously trained by CHP from 34 schools in the 7 old panchayats and one school in the new area.

- 2.12 To ensure 85% TT and Polio booster immunisation coverage to the target group of school pupils, in the schools programme area.
- 2.13 To provide MCH facilities in Tansen 3 days per week and post natal, TB and other follow up in the Nagar Palika. To provide a learning facility for the ANM and CMA students in the tansen campuses.
- 2.14 To support five HMG Health Posts in the running of MCH clinics.
- 2.15 To work together with NFE and other sections in providing medical education support in their programmes.

#### C. DRINKING WATER

##### 2. Objectives

- 2.1 Drinking water source survey will be conducted in those areas where the community have realized that they need drinking water for their sustainable development and to decrease morbidity and mortality in their community.
- 2.2 Detailed pipe line survey will be conducted in motivated communities selected from 2.1 - capacity 10 systems.
- 2.3 Design and cost estimate will be prepared for budgeting and estimating the maintenance fund required. Capacity 10 systems selected from 2.2
- 2.4 Materials will be prepared in CHP workshop for 5 Drinking water and one irrigation system.
- 2.5 Five Drinking Water and one irrigation system are planned to be implemented in this fiscal year.
- 2.6 Selected communities will be encouraged to select 2 maintenance persons for each programme, and raise maintenance fund (10% of estimated cost).
- 2.7 Maintenance training will be conducted as part of the construction phase (2 person/system) and maintenance refresher training will be conducted.
- 2.8 On request from other component of CHP necessary information teaching support and technical advice will be provided on relevant subjects.
- 2.9 To make proper use of existing manpower, the possibility for one irrigation system will be left open for a community which is poor, disadvantaged, but determined to work together for their sustainable development.
- 2.10 Tree plantation near the catchment area will be encouraged.
- 2.11 Improving of local wells will also be done in those areas where piped water supply are not feasible.
- 2.12 A survey will be completed of six drinking water projects completed by Palpa CHP more than three years old.

#### D. NON FORMAL EDUCATION

##### 2. Objectives

- 2.1 To increase to 65% adult literacy level in Bougha Pokharathok and 55% in Mashyam development area.
- 2.2 To train 10 people as facilitators in selected communities where the interested group will be in one further selected area.
- 2.3 To assess literacy needs and to train 2 people as facilitators in new CHP working area.
- 2.5 To provide an opportunity to 150 illiterate people to be literate in CHP working areas apart from Bougha Pokharathok and Mashyam development areas.
- 2.6 To provide an opportunity to 30 illiterate people to be literate if the group will have an existing interest in new CHP working area.
- 2.7 To encourage NFE committees to conduct NFE management committee meeting once a month.
- 2.8 To provide basic education (knowledge) about health and agriculture etc. to facilitators and participants.

E. AGRICULTURE

2. Objectives

- 2.1 35 Animal Health Volunteers (in 7 & including new one village development committee) will serve their communities to increase health of animals through disease prevention and treatment; and better management.
- 2.2 Farmers in at least 2 selected areas will discover the ways in which they can develop their farms and/or community lands.

**Staff and Training**

<b>Nepali 48</b>	CMA for Health Ed. & Sanitation Training ANM for Registered Nurse Training J.T. for BSc.Agriculture Training BHW for CMA Training Short course training in computer, vehicle maintenance, drinking water and agriculture technical training.
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**Expatriate 2**

GORKHA PROJECT  
Annual Plan 1991/92

**I) PROJECT SUPPORT ACTIVITIES**

Gorkha Project Support Activities consist of the following 3 areas of activity, serving the hospital, CHP and TCSP:

Business Office  
 Maintenance Department  
 Area Services

**BUSINESS OFFICE**

**GENERAL OBJECTIVES**

The Business Office/Administrative staff will continue to strive for improvements in the efficiency and effectiveness of their work in providing support services to the hospital, CHP and TCSP. These services include reporting (financial and statistical), budgeting, cash handling, maintenance of stores, shipping of freight, record keeping and secretarial services etc.

**DETAILED PLANS**

1. Provide for staff training as required in computer theory and operation, and accounting.
2. Encourage staff to work to their potential and become more fulfilled in their work, by providing a climate in which they know their suggestions are valued and considered seriously. Continue to work on a more equal sharing of the workload, and encourage the staff to attempt new tasks.
3. Make good use of the computer, initially introducing it where there can be maximum time savings with minimum set up time required. Of particular interest to the business office staff is it's use for producing budgets, statements, and compiling statistics. We will also use it for word processing functions, and consider other areas such as stores and personnel information.
4. Provide assistance - particularly to the hospital - in assessing various functions, and their impact on finances, to ensure that we are using resources in the best way.
5. Streamline the cash system where possible, while at the same time looking at areas that need increased control.
6. Continue to make improvements in the handling and record keeping of inventories. The priorities are to keep sufficient stocks on hand without being overstocked and to keep procedures as simple as possible without sacrificing good control.

**AREA SERVICES**

These consist of the following:

Social and Spiritual welfare of the expatriate team

Guesthouse

Tutorial Group

Nursery School

Language

Area Housing

Logistical support, eg mail, household store, maintenance of ASO property, ASO chowkidars

## OBJECTIVES

1. As a team, review our standards of living.
2. Appraise the ASO functions, with review of the allocation of ASO jobs, to ensure sharing of responsibilities.
3. Complete the provision of pit latrines for ASO housing.
4. Improve water storage in ASO housing, by providing water storage tanks for 2 further houses.
5. Recruit and train a Nepali hostess for the guesthouse.

## MAINTENANCE DEPARTMENT

Due to the absence of a Maintenance Supervisor, it has not been possible to draw up detailed plans for this department.

### **SUMMARY POST LIST FOR PSA:**

Expatriate posts:	Project Administrative Officer	1.0
	Maintenance Supervisor	1.0
	Tutorial group Teacher	1.0
Nepali posts:		16.25
TOTAL:		19.25

## **II) AMP PIPAL HOSPITAL**

### Description:

The Gorkha Project of the UMN began in 1957, and has had various components since then. It now comprises the Amp Pipal Hospital, the Community Health Programme, the Tuberculosis Control Support Programme and the Project Support Activities. The Hospital was built in 1969, when the existing Dispensary became inadequate for the growing demand for Health Care. It has grown from an initial 15 bed size to a 50 bed hospital.

The hospital serves a large area, but most patients come from within a 6 hour walking radius. Patient numbers and services given have been fairly constant over the past few years, currently with some 37,000 outpatients, 2,300 admissions and about 1,500 operations each year. Staffing is largely locally trained and at present about 65 Nepali staff are employed.

Patients pay for treatment as far as possible, and UMN funds the remaining shortfall. The hospital aims to provide health care of appropriate and compassionate nature, ensuring that the poor are not denied access to necessary treatment. Budgetted expenditure for 1991/92 is Rs 5,809,500 (about US\$ 190,000).

The mandate for this programme comes from the United Mission to Nepal's General and Health Agreements with His Majesty's Government.

### Personnel:

	<b>Post</b>	<b>91/92</b>
<u>Expatriate Posts:</u>	Hospital Director	1 (prev 0.5)
	GP/Surgeon	1 (" 2)
	GP	3.5 (" 3)
	Nursing Supervisor }	
	Education Supervisor }	1
	Patient Counsellor	0.5
		----

Nepali Posts:      Total

67      (ie 74 posts)

(includes:

Nursing Superintendent - level 10    1  
Doctor                                    - level 9    1)

Note: This post list does not include Business Office or Maintenance staff, who are listed under PSA.

Plans and aims:

General Ongoing Plans:

- Continue to provide health care at the current level of staffing and present building size.
- Continue to seek to minimize expenditure and maximize revenue in a fair and just way that does not prevent poor from receiving health care
- Continue to provide staff training and development, broadening the role of the Nurse Educator to assist in this.
- Continue special interest in Tb, with improvement in treatment, in consultation with the TCSP, and increased awareness and understanding of the disease by emphasis in the teaching programme.
- Continue to develop preventative and promotive health care in the MCH department, with particular emphasis on family planning, antenatal care and vaccinations.

Major Changes or New Initiatives:

- Improve lighting and privacy in the ward corridor.
- Construct or repair bedside tables.
- Install new linen drying facilities (metal stove or electric clothes dryer)
- Provide electric hot-water heaters for the laundry, and investigate possibility of solar heated water.
- Complete proposed changes to the MCH and Pharmacy departments.
- Develop Private OPD Clinic if found to be in demand.
- Increase HA/CMA post number by one, and ensure that patients are normally seen by staff at this level, with doctors more able to supervise appropriately.
- Improve referral systems involving the community.
- Establish regular meeting of CHP and hospital staff to improve services given by both programmes, and to ensure a close working relationship.
- Make plans and budget for an Xray machine to replace the current machine.
- Purchase an appropriate ultrasound machine, and provide training as necessary and appropriate.
- Improve charity assessment and review use of "owes" as a payment method.
- Strengthen Management Committee role in decision making and leadership.
- Continue application for a telephone connection and electricity from the national grid, if not already provided.
- Investigate and install a suitable telephone system in the hospital compound and the upper houses in place of the previously planned-for walkie talkie system.
- Install fire extinguishers in the hospital.

### III COMMUNITY HEALTH PROGRAMME

#### INTRODUCTION

This Community Health Programme is based in Amp Pipal village in the south west of the Gorkha district, and serves 5 development areas: Amp Pipal, Harmi, Chhoprak, Thalajung and Gankhu (total population approximately 25,000). Each development area is divided into 9 wards, with up to 5 villages per ward. Major ethnic groups include Gurungs in the latter 2 development areas and caste Hindus in the former 3. Subsistence farming is the main occupation, with a significant proportion of the adult male population working away on the Terai, in India, or in the army.

The district health care system is planned on the basis of a female Community Health Volunteer (CHV) in each ward of every area. This volunteer is chosen and supervised by members of the ward Mothers Club, with the assistance of the Village Health Worker (VHW) of that area. The VHWs of each of the 5 areas are supervised by the CHP on behalf of the District Public Health Office (DPHO). As well as Amp Pipal hospital, curative health services in the area include 4 privately run medical halls.

A number of basic principles govern the implementation of CHP activities. These include: intersectoral cooperation, community participation, use of appropriate technologies wherever possible, appropriate utilisation of human resources, priority of women and children in health, priority of women in development, and avoidance of duplication of activities carried out by other organisations. The CHP relates to the community primarily through existing organisations and structures, particularly the Mothers Clubs. CHP components currently are: Primary Health Care, Drinking Water, and Non Formal Education.

#### GOAL

To improve the quality of life for people within the impact area by reducing levels of morbidity and mortality.

#### OBJECTIVES

1. To develop local health care plans with formal and informal leaders, particularly mothers clubs and health volunteers.
2. To continue the training, supervision and support of male and female health volunteers.
3. To assist local communities run static and mobile MCH clinics, with integration of government primary health care services into the mobile clinics.
4. To encourage at least 80% of all children to be immunised against the 6 EPI target diseases before reaching the age of 1 year.
5. To maintain surveillance of the 6 EPI target diseases.
6. To encourage birth spacing and permanent methods of family planning.
7. To encourage good nutritional practices particularly emphasising the health of children and pregnant women.
8. To supervise DPHO primary health care services provided by VHWs assigned to the 5 development areas
9. To assist local communities repair or replace 4-6 previously installed drinking water systems.
10. To encourage construction and use of latrines
11. To expand the non formal education programme into remaining development areas at the request of Mothers Clubs, with an emphasis on mother tongue literacy.

#### RELATIONSHIPS

Close working relationships will be developed and maintained with: Amp Pipal hospital

Gorkha District Public Health Office

other NGOs working in the Gorkha district

Other primary health care outlets such as medical halls

## TRAINING

Masters in Public Health for Assistant to the CHP Director Registered nurse training for Female Health Worker supervisor. Regular seminars etc for CHP staff, with assistance from UMN consultants.

## EVALUATION

Monitoring and Evaluation of programme activities will continue with preparation of monthly task lists, collection and analysis of statistics and records of programme activities, and cluster sample surveys.

## RESOURCES REQUIRED

Consultancy advice from: RDC Pokhara, PIE, and UMN Consultants	
Staffing: E: Health Consultant	0.5
NFE Consultant	1.0
Community Health and Development Workers	2.0
N: CHP Director	1.0
Other Nepali staff	16.0
TOTAL:	20.5

Budget: Rs 2,171,000

## **IV) TUBERCULOSIS CONTROL SUPPORT PROGRAMME**

### INTRODUCTION

The UMN Gorkha Project Tuberculosis Control Support Programme (TCSP) is designed to strengthen and support the existing Tb control activities carried out within the primary health care system of the district. All activities are therefore planned and carried out in close cooperation with the District Public Health Office (DPHO). The programme is planned to run for 6 years in any one district, with 3 main phases. The first phase, lasting one year, involved collecting information, including surveys, analysing the extent of the tuberculosis problem within the district, and orientating the government district and health post staff to the programme. The second phase, lasting 3 to 4 years, commences with intensive training for health post staff and village health workers. Once the delivery system is well established, involvement of other groups will be encouraged, with training and motivation of existing health volunteers, staff of other NGOs, school teachers, and medical hall owners, traditional healers etc. The third phase, over the remaining 1 to 2 years, is one of consolidation and follow up.

The population of Gorkha district is nearly 300,000, with 85% of people living in the southern third. The northern two thirds are mainly mountainous, with a small and relatively inaccessible population. Passive case finding is possible for all but the 7-10,000 people living in the far north of the district (Ilaka 5). For these people irregular active case finding is the only feasible solution at present. Transport through the district is by foot, apart from one motorable road running between the district capital, Gorkha, and the main Kathmandu-Pokhara road. Only 40% of the population live within 4 hours walk of one of the two hospitals in the district, however 97% live within 4 hours of a health post. Despite this, about 70% of all cases are diagnosed and treated at Gorkha DPHO and Amp Pipal hospital.

### GOAL

To reduce the transmission of pulmonary Tb within Gorkha district. (As measured by a decline in the ratio of the incidence of sputum positive Tb in young age groups to old age groups)

### OBJECTIVES FOR THIS YEAR

1. To develop and provide training in tuberculosis for health workers of Ilaka health posts, in conjunction with other elements of Primary Health Care.
2. To develop and implement organised and sustainable systems of:  
administration  
recording and reporting and feedback  
cohort analysis of case holding  
quality control of diagnostic tests  
drug supply  
supervision and motivation of staff
3. To implement a trial of short course chemotherapy in 5 treatment centres in the district; namely:  
Amp Pipal hospital  
Gorkha District Public Health Office (DPHO)  
3 Ilaka health posts
4. To carry out a survey of the population of Ilaka 5, including active case finding, and other primary health care functions as requested by the DPHO.

### RELATIONSHIPS

Relationships with the following institutions, government offices, and organisations will be maintained:

1. Gorkha DPHO
2. Gorkha hospital
3. Amp Pipal hospital
4. National Tuberculosis Programme, and JICA experts
5. Other NGOs involved in Tuberculosis Control: BNMT  
INF  
AMS
6. Other NGOs working in health care in Gorkha district:  
SCF (USA)  
Red Cross

### EVALUATION AND RESEARCH

1. Epidemiological, Operational and Sociological evaluation of the programme will be carried out, in terms of use of resources, activities, and impact.
2. An internal operational evaluation will be carried out with the assistance of the Planning, Information and Evaluation section of UMN (PIE), for submission to the EC. On the basis of the results of this evaluation, the decision will be made as to the feasibility and advisability of extending the programme into a further district (or districts).

### RESOURCES REQUIRED

1. Personnel: TCSP Director 1 (E)  
TCSP Coordinator 1 (N)
2. Budget: Total budget: Rs 707,600
3. PIE: (a) Analysis of monthly case finding and case holding statistics  
(b) Analysis of data from survey of Ilaka 5  
(c) Complete the analysis of past case finding and case holding data from Amp Pipal hospital

OKHALDHUNGA PROJECT  
Annual Plan 1991/1992

## I) OKHALDHUNGA HOSPITAL

1 Programme description

The Okhaldhunga Hospital is a health services provision of the UMN with the approval of the Ministry of Health of HMG Nepal.

The hospital is the only curative medical service with admission capacity for the approximately one hundred and fifty thousand people of Okhaldhunga District. It seeks to provide appropriate medical and surgical care with investigative backup. The hospital seeks to work closely with the UMN Primary Health Care and Rural Development Programmes as well as HMG health services in the district to promote the welfare of the people of Okhaldhunga. The hospital also seeks to develop a model of a self sufficient Nepalised and appropriate district hospital for the hills of Nepal.

The hospital fills the role of a district hospital and should continue to do so as long as the government does not build a comparable facility in the district.

2. General objectives

- a) Okhaldhunga hospital will continue to provide a health care facility which will:
  - i) Include appropriate surgical and medical care.
  - ii) Be carried out in appropriate buildings.
  - iii) Employ well trained and motivated staff.
  - iv) Include patient education.
  - v) Be accessible to the poor.
  - vi) Facilitate and cooperate in community health and infectious disease control.
- b) Okhaldhunga Hospital will be part of the HMG health care delivery service in Okhaldhunga involving:
  - i) Good relationships with local community and HMG officials and their participation in decision making.
  - ii) Development of close ties with the health posts of the region.
  - iii) Cooperating with the DPHO in areas of leprosy and TB care, and provision of Family Planning.

3. Plan

(The numbering in this section corresponds to numbering in section 2).

- a. i) a) We intend to continue to develop our surgical capabilities and offer a range of services in that line which takes account of the difficulty of isolation and expense that stop many from getting necessary surgical care elsewhere. Particularly we want to look into the possibility of surgically caring for vaginal prolapse and benign hypertrophy of the prostate. Having 3 doctors working on full time base now, we will send 1 or 2 doctors per year to Tansen for surgical training and one doctor per year for the leprosy course in Anandaban.

- b) We plan to increase our eye care experience by having one doctor visit the Eye Hospital in Lahan and by looking into the possibility of providing glasses from the hospital.
- c) We plan to continue our full range of family planning provisions and to keep our family planning as a major priority.
- d) We will develop a nutrition center in consultation with nutritionist at headquarters.
- e) We will try to find a donator on ultrasound machine for use in hospital and OPD.

ii) a) We hope the building programme will complete within this reporting period.

b) We will seek further information on alternative power supply.

iii) We will continue with our policy of trying to employ Okhaldhunga based people in our hospital striving to give them skills appropriate to the task they must carry out by:

- a) Sending another NA for ANM training, one CMA for HA course, one lab assistant for CMA.
- b) Sending at least one of our maintenance man for training about generator maintenance. If possible we will send our other maintenance man to learn about electrical maintenance.
- c) Having visits from UMN Nutrition Office and the Patan Dental Department.
- d) Continuing to develop our middle management staff as people willing to take responsibility.

iv) We hope to utilize the specialist training which staff have recently received in Family Planning, leprosy, TB (PHCP staff) and anesthetics to develop teaching in these areas. We would like to see cooperation with PHCP and RD in developing a more rounded teaching syllabus for in-patients.

v) We will continue to assess people for their ability to pay. We will continue to keep prices as low as possible while providing the poor with accessibility to health care. This is one of our most pressing and most difficult aims.

vi) We hope to join with PHCP in:

- a) Starting up a TB/Leprosy clinic separate from regular OPD which will function each Saturday.
- b) Understanding the health needs of the district through gathering and monitoring in and out-patient statistics.
- c) Being the suppliers of TB and leprosy medicines.
- d) Staff education.
- e) Providing a full range of family planning alternatives.

b) 1) We hope to have increasingly useful external advisory committee meetings and, after the elections, spend some more time with the elected representatives of the area and the administration talking about the implications of the new political system for the long term future of the hospital.

- ii) As the medical personnel is available now we can offer our help to DPHO by sending one doctor per month on three day trips to three separate health posts to talk with the staff there about appropriate ways of cooperation. From this would possibly spring opportunity for a referral system, teaching of peon level staff from HPs. We hope this will be the beginning of a long term sharing of the burden of health care in the district so that people go to the appropriate place for the appropriate level of care with the least hardship involved. To achieve this aim b) i) will also be very important.
- iii) We will continue to look to the DPHO for family planning supplies. We will continue to provide our leprosy and TB statistics and observations on Kala Azar problem and we will continue to suggest we have an integrated TB control programme in the district as the PHC Mantoux survey results are available.

#### 4. Personnel

Post list on 21/11/47

Expatriate 2.3

1 Medical Director	All
1 General Practitioner	posts
0.3 Administrative Officer	filled

Nepali 29.1

2 posts level 8 and above	28.1 posts
1 General Practitioner	} filled
1 Nursing Superintendent	}

We will apply for in-service scholarship for:

- 1 NA for ANM course in Jiri Technical School (duration of course 3 years)
- 1 CMA for HA course in Kathmandu (duration of course 2 years)
- 1 Lab Assistant for CMA course in Kathmandu (duration of course 1 year)

#### II) PRIMARY HEALTH CARE PROGRAMME

##### 1. Programme description and needs assessment

We can summarise our last year's activities along the following lines:

- a) General background: We have an agreement with the District Public Health Officer (DPHO), which states as a general principle that we will concentrate the efforts of our programme in the Ilakas No. 5 and No. 9 (which lie in the North-west areas of this district), that is with the exceptions of a programme which has a historical background, as in Umbu, and others such as the TB Programme which have to deal with the whole area. Therefore we should continue our activities with the goal of producing models focused in the following Village Development Areas.

- i) Umbu and Rangadip, where we have weekly community based clinics.
- ii) Prapcha and Harkapur, where we have monthly community based MCHs.
- iii) Sirichyore and other one Panchayat, where MCH is under negotiation with local people.

- b) In order to avoid the duplication of services with HMG, we have withdrawn our MCHs in the government Health Posts in Okhaldhunga Bazaar, Thulachhap and Rampur and have begun to support HMG's MCHs in these Health Posts through the supply of medicine and regular meetings.
- c) In accordance with the request of local people, we have resumed our MCHs in Prapcha and Harkapur, by arrangement with the Health Committees in each village. We have started these old programmes with fresh expectations of participation on the part of the village people.
- d) In order to determine objective criteria, such as the coverage rate among the target group of EPI, FP and also the percentage of malnourished children potentially reached by our activities, we have done household survey in every area where we are responsible to HMG for health activities.
- e) We can summarise the result of our survey as follows:
  - i) EPI coverage rate: BCG between 86-52%  
DPT & Polio completion 42-(33%  
Measles 67-36%  
TT for married ladies 37-30%.
  - ii) Family Planning
    - Temporal method 27-9%
    - Permanent method 11-4% Total 34-14%.
  - iii) Nutrition: Severely malnourished 6-3%.
  - iv) Latrine: using their own 76-60%.
- f) Our PPD (Mantoux) survey is nearly complete. We have read the PPD results among ca. 2000 children who have no BCG scar. Mantoux positive rates fall between 4-6%. These figures seem to give positive support for our becoming the integrated TB control programme under DPHO.
- g) We have completed our survey into "the causes of the default cases of TB treatment". This seems to be telling us that proper health education in the initial stages of treatment is crucial. Neither property nor distance from the hospital is as important of a factor as health education. Our improvement in registration and proper instruction of TB patients decreased the default rate of AFB positive cases from 60% to 0% during this year.

## 2. Overall Objectives

- a) EPI in our areas of focus: Our target for this year will be: BCG Measles more than 80%, DPT & Polio more than 70%, TT in antenatal more than 50%.
  - 1) In addition to our routine MCH and Community Clinic, we will set a EPI center in each group of wards and have a campaign more than twice a year to cover the children which have dropped out as determined by the list made from our survey.
- b) FP in our areas of responsibility: Our target in each village for this year will be more than 15% acceptance (and among these the permanent methods shall be more than 8%).
  - 1) We will do a FP campaign along side with the EPI campaign in each group of wards with the help of VHWS.

- c) Nutrition: our target for this year will be to reduce severe malnutrition in children from 6% to 3%.
  - i) Using the list made from our recent survey, we will visit each household that has a severe case of malnutrition in order to find out the causes and means to treat each of them. We hope to have good cooperation and use of our new nutrition rehabilitation center.
- d) Health Education: Our VHV training programme will become a part of HMG's VHV training scheme.
  - i) According to the HMG schedule, we will have 24 days of training for VHVs (one from each ward), and 14 days for TBAs. In addition to this, we will continue health education through each MCH, community clinic and our high school visiting programme. And also we will conduct a refresher course for the VHVs and TBAs already trained.
- e) District wide TB control programme: This will operate under the complete supervision of the DPHO and only according to the schedule and plan approved by the DPHO.
  - i) We will be responsible for the examination, medication and health education of all TB patients from their second visit to our hospital OPD.
  - ii) In order to promote a sputum collecting network and treatment using TB drugs through each HP, we will fully support a coordinator who is authorised by the DPHO to supervise each health post in case finding and case holding etc.
  - iii) We will continue our home visits of TB patients who have not come to our clinic for two weeks or more past their due date.
- f) Leprosy patients follow-up programme: According to the request made by our hospital in the last year's community clinic, we will start this programme gradually. This year we will send our staff to Biratnagar to ensure they are properly trained for this purpose.
- g) Follow-up household survey: We should visit all households in our area of responsibility twice a year.

3) Personnel

Expatriate	1.3
Nepali	20 (1 new CMA or ANM)

PATAN HOSPITAL  
Annual Plan 1991/92

a. Description/background of Project

Patan Hospital continues its service through Outpatient and Inpatient departments. Most departments continued to show large increases in numbers of patients treated. A small number of staff to cope with the increased load is required. The high priority plans to construct new staff quarters remain in order to transfer nurses out of the top floor of the hospital and to use this for extra ward space, to meet the increasing demand for hospital service. The hospital will then become 200 beds from 138. In an effort to recover some of the increased running costs hospital fees will be increased upto 15% wherever it is necessary.

b. General Objectives

Hospital's priority will remain to provide the Outpatient and Inpatient care to patients who come here everyday. As usual the referred patients will be received from Lalitpur District and other health posts and health centres of government and non-government organisations. We will continue training staff by sending them for training within and outside the country through the UMN Scholarship Programme. In-service education will be given to junior nursing staff whenever it is possible. Hospital receives trainees sent by Institute of Medicine (such as interns, physiotherapy, Nursing students, anaesthetic postgraduate students), other UMN projects and non government organizations. As soon as possible a feasibility study will be made to plan for a building extension for Emergency Department, Ultrasound, Dental Department, Female clinic and some alteration in administrative block to avoid burning heat in summer and polar cold in winter. An increase in the staff quarters facility for on-call staff, nurses, and doctors is planned without which we cannot retain them. The demand for quarters is inevitable.

c. Target Population

Main area from which patients come in Lalitpur District 40% with 200000 population. However, about 35% of the patients come from Kathmandu, the remainder from Bhaktapur, Dhading, Kabre and other nearby districts.

d. Strategy:

Activities & Methods

1. Continue to co-ordinate with other hospitals in the valley mainly Teaching Hospital, and Government Hospitals.
2. Continue to provide as we are able in service training programmes for hospital staff, as well as other UMN projects, International Nepal Fellowship, Leprosy Mission staff according to their needs.
3. Build staff quarters, transfer nurses from the top floor into it, then increase the bed capacity upto 200 beds.
4. Request HMG to increase their subsidy. For the last 7 years we made request every year but the subsidy has not been increased. The Hospital Board is requested to support this request actively, and also look into possible alternative source of income.

5. Revise fee on gradual basis and help to cover the increased cost, and try to come close to the UMN standard of subsidy limit set for Patan Hospital.
6. As always - continue to utilize staff and funds as efficiently as possible.
7. Because of the great benefit brought to so many patients especially children by Dr. Parrish's operating programme in the last 6 years, plan another 3 weeks programme of plastic surgery in 1992.

Resources:

Personnel - Including HMG and UMN the total number of staff is 374. We will try with the increase 23 person of staff to cope with the increased load in 1991/92.

1. Continue to seek ways and means to retain trained staff. Give in service training and upgrade them. Send staff for appropriate training through In-service Scholarship to Institute of Medicine, or India. About 27 staff are in training plan this year subject to their admission. Also plan is for four IOM, MBBS students for their internship.
2. As required by the Ministry of Health, continue to make a full list of expatriate staff that are required to maintain the full service of hospital.

**LALITPUR COMMUNITY DEVELOPMENT AND HEALTH PROJECT (CDHP)**  
**Annual Plan 1991/92**

1. Project Description

CDHP and its predecessor have been working in the valley since 1972 and the Southern part of the district since 1976. Basic community health work soon included drinking water projects, agriculture and forestry with remarkable results. Line ministries requested the development of health post and intensive work which is now under planned turn-over to the government. The programmes are in various stages of activities making for a highly dynamic distributed health and development programme.

2. Project Objectives

CDHP aims to provide primary health care and support HMG/N district health system and assist communities in appropriate development activities. People are enabled to use their own skills and available resources to bring about improvement in their living condition.

3. Strategy

At present the project strategy is under review. Currently a training management study may lead to changes in this area.

3.1 Malta Initiative Strategy

Using a community development strategy based on group education, this programme seeks to develop the capacity of community members to be responsible agents of appropriate and sustainable change.

3.2 Health Section Strategy

The project supports the district health work with a view to returning full responsibility to the HMG district office in the future.

Activities

- (a) To provide a health care support system
- (b) To serve and assist people, especially in the areas of improvement of nutritional status and infection disease prevention, and in reducing maternal and infant mortality rates.
- (c) Health Education work is concerned with environmental, sanitation and other hygiene issues. Training is also given to volunteer health workers.
- (d) The Urban Health Programme will liaise with other NGO's and local government and will carry out home and school visits for health education purposes. The programme runs small NFE classes.

3.3 Development Section Strategy

The Development Section aims to assist communities in the areas of drinking water, awareness building through literacy work using NFE methods; income generation activities; forestry activities; and agricultural concerns.

Activities

(a) Drinking Water Systems

Completed systems will be handed over to user committees and technical assistance will be given in maintaining these.

A water system will be installed in Malta area, in co-operation with local people.

(b) NFE Component  
The component will continue to run literacy and motivational classes in Thuladurlng and together with the RI component, will encourage people to form co-operative groups.

(c) Rural Industry Component  
This component will encourage entrepreneurship and assist co-operation groups in income generation, such as Roofing Tile production while exploring different ways of introducing new activities.

It is planned to hand over the Asrang co-op. mill to shareholders.

(d) Forestry Component  
The forestry component will assist communities in protecting and managing local forest, as well as giving training in activities such as seedling production, in preparation for phasing out the project's direct involvement.

(e) Agriculture Component  
The emphasis of work will be on local farmer involvement in soil improvement/conservation methods, vegetable production, animal health and breed improvement methods.

4. Evaluation  
At the end of this phase future work methods will be reconsidered in the light of the results from the Malta Initiative.

5. Personnel and Training  
The number of personnel needed for all activities is made up as follows:

Total Nepali staff	130.5
Total Expatriate staff	11.0
Total number of staff	143.5

Expatriate Posts: Community Medical Officer	2
Administrative Officer	1
Health Facilitator	1
Dentist	2
NF Educator/group facilitator	1
Horticulturalist H/Ag. Comp. counterpart	1
Rural Industries Comm. Dev. Worker	1
Malta Initiative Co-ordinator	1
Forester	2

CDHP plans to send staff for further study in long and short courses as follows:

1 CMA, 1 JTA, 1 HA, 1 MSRD, 1 B.Sc. forestry.  
LT, RLT, (outside Nepal).

## APPENDIX 27

### NURSING CAMPUS Annual Plan 1991/1992

#### I DESCRIPTION

The Lalitpur Nursing Campus is academically still under Dean's Office, TU, Institute of Medicine, and financially still under United Mission to Nepal (UMN).

Now this Nursing Campus has an independent status since Mangshir 24, 2047 (10 Dec., 90). This campus still educates Nepali men and women in basic nursing. The training period for students is three years in this certificate level programme.

At the campus there are 109 students (98 female and 11 male), 21.5 full time teachers (1 on study leave) and 8 administrative staff with 21 ancillary staff.

Installation of solar heating on kitchen and bath house, plaster on the north side wall of drying place, building gutter on the north side of drying area roof and making pathway of drying area, all have been completed. The computer have been acquired by the campus and it is now working well.

#### II. PROJECT OBJECTIVES

1. To educate Nepali men and women to be certificate level nurse.
2. To facilitate the continuing education for staff.
3. To maintain/improve relationships with the hospital, community and IOM.
4. To assist in development of health programmes at various levels by using teaching personnel.
5. To continue building hostel in the campus premises (old objective).
6. To create the post of Asst. Campus Chief.
7. To install solar heater in the new campus hostel.
8. To seek feasibility to open Post Basic BN Course.
9. To improve campus facilities in a satisfactory condition for students.

#### III ACTIVITIES

1. Intake 40 students (4 male and 36 female), to meet the shortage of national health manpower.
2. a) Give opportunity for inservice education in various fields and short term training.  
b) 2 teachers for Post Basic BN Course (Nepal) and one for M.Sc. in nursing (Overseas).  
c) To facilitate faculty for attending National and International Seminar/Workshops regarding Nursing profession.
3. a) Keep Coordinating Committee meeting with Patan Hospital regularly.  
b) Invite key persons of hospital, community and the IOM to various internal campus activities.
4. Send teaching personnel to organize and participate in various level activities held by different health institutes and health organization in community.
5. a) Keep in touch with Engineer for blue print of hostel.  
b) Meet time to time building committee.
6. Fill the post by existing faculty.

7. Install 300 ltrs. capacity tank with 3 solar panels.
8. a) Negotiate with TU, IOM.  
b) Call meeting of various resource personnel from HMG, IOM and NGO
9. a) To build stage for programmes in the hall.  
b) To obtain recreational instruments (loudspeaker, guitar and harmonium).

**MENTAL HEALTH PROGRAMME (GENERAL)**  
**Annual Plan 1991/992**

**1 Programme Description**

The only community based study of mental illness in Nepal (Shrestha et al 1984) reported community rates of significant psychiatric and psychological disorder of 14.6%: and, as in many other countries, severe mental illness rates of around 2% - the vast majority of these illnesses being amenable to treatment. In Nepal very few of those suffering from mental illness, even those with severe forms, as yet reach medical services: partly because of community attitudes re mental illness, and partly from the lack of facilities for these patients. The last few years have seen growth in the mental health services existing in Nepal, although these remain as an early stage of development. Hospital facilities exist at the Government Mental Hospital and the Tribhuvan University Teaching Hospital, also in Pokhara: but services are minimal in other areas of Nepal.

The UMN Mental Health Programme seeks to support the development of HMG and IOM mental health services wherever possible, and also to provide a model of community mental health services that may be integrated in other areas of the country also. In order to cater for the rural population, and to be mindful of the financial resource limitations, this programme constantly emphasizes the need to integrate mental health care into already existing community health structures. This needs to include many different levels, from mental health programmes integrated at the health posts, and community health level, to training for district level medical staff, to involvement in the Institute of Medicine in its health worker training activities, as well as involvement with the concrete needs for training materials and staffing.

The UMN Mental Health Program has always functioned closely alongside the HMG Ministry of Health, and the Institute of Medicine Mental Health Programs. Presently UMN and the HMG Mental Hospital services are linked in several ways:- the secondment of one psychiatric nurse (expatriate) from UMN to that hospital; liaison over training programs; a joint agreement for the Dhulikhel Jail Hospital Proposal; and indirectly through Institute of Medicine in the Biratnagar and Morang District work. UMN and the IoM Psychiatric Department are linked by the secondment of a psychiatrist and a psychiatric nurse; the role of a UMN psychiatrist as deputy coordinator of the IoM Mental Health Project; and ongoing liaison in teaching programs.

The UMN Mental Health Program also seeks to support the development of psychiatric care within UMN General Health Programs.

**2. Objectives**

- 1) To work closely and supportively with Ministry of Health and Institute of Medicine psychiatric services, and to encourage and support the development of these by any means possible.
- 2) To increase awareness of mental health issues in the communities in Nepal, and in particular the medical, nursing and paramedical community, and the health planers.
- 3) To provide a working model of integrated mental health care within community health services as in CDHP, Lalitpur, and to use this as a demonstration and teaching model.

- 4) Using such a model as basis to seek to collaborate with HMG to facilitate the further development of appropriate programs of community mental health services within other areas of the country; such as Morang District and to evaluate and research such programs as appropriate.
- 5) To facilitate the further development of mental health content within the curriculae of all levels of community health workers.
- 6) To facilitate, and to establish where appropriate, mental health training for health workers already working in the field.
- 7) To particularly encourage the development of psychiatric nursing manpower to be available to mental health services in Nepal.
- 8) To encourage research into mental health issues in Nepal.
- 9) To stimulate concern about, and action on, the legal status of mentally ill persons within Nepal; and to similarly support and encourage awareness and action related to issues of medical ethics.
- 10) To investigate possible models of appropriate psychiatric and social work intervention in urban development issues in Nepal.

### 3. Activities

- 1) Language study as appropriate for expatriate staff.
- 2) To continue operation of the community mental health program in CDHP, Lalitpur, with particular emphasis on feedback obtained from the 5 year evaluation. This program will include both service and training activities for staff of CDHP, and activities with others in the community — with a particular focus on traditional healers in the coming year also to focus particularly on work with the Urban Health Program of CDHP to develop their mental health activities in line with their objectives.

Involvement by both psychiatric nurses and both psychiatrists will continue in this.

- 3) To investigate and act on opportunities to encourage development of mental health programs in the HMG Health Posts in the Lalitpur area, in collaboration with CDHP and Government Mental Hospital.
- 4) To continue secondment of one psychiatrist and one psychiatric nurse to Tribhuvan University Teaching Hospital, for a role with clinical and teaching responsibilities.
- 5) To support wherever possible the activities of the Institute of Medicine that relate to psychiatry. In particular to firstly continue involvement in the Mental Health Project by one psychiatrist, with its emphasis on training and support of health worker tutors, and the development of community mental health services in the Morang District and Eastern Region (or other Regions) of Nepal. Secondly to take up opportunities for psychiatric nursing teaching within the IoM nursing campuses.
- 6) To remain in close liaison with Ministry of Health Psychiatric Services, and in particular to continue secondment of one psychiatric nurse to the Government Mental Hospital, and psychiatrist input as deemed appropriate. Also to respond as appropriate to other needs at the mental hospital.

- 7) To assess feasibility of, and if feasible, to implement further community mental health services in Western Region of Nepal in Joint cooperation with HMG Psychiatric services.
- 8) Again in conjunction with Ministry of Health Psychiatric Services to continue and complete implementation of the Dhulikhel Jail Hospital Program; and to present data and conclusions regarding mentally ill persons within the jail system to the Ministry of Home and Ministry of Health.
- 9) To support and extend mental health work in UMN projects through project visits by both one psychiatrist and psychiatric nurses; and to particular focus in the coming year on Patan Hospital, with secondment of psychiatrist for psychiatric liaison and teaching; and in-service training programs for the nursing staff by both psychiatric nurses.
- 10) To continue to make psychiatric nursing expertise and input available to IoM and Ministry of Health Programs as requested, and appropriate. Also to continue, in conjunction with UMN Training and Scholarship Program, to develop a core group of psychiatrically trained nurses for government and UMN programs.
- 11) To undertake research as deemed useful: this to include research in mental health issues in conjunction with other national or international agencies if relevant to the needs in Nepal.
- 12) To continue to develop relevant teaching materials for mental health training in Nepal: and other materials suitable for community education, including use of mass media.
- 13) To maintain contacts with other groups in the subcontinent working in community mental health and to share our experiences through speaking and writing wherever there is opportunities. In particular, to give opportunity to mental health program staff to visit and learn from other program's experience.
- 14) To meet regularly with the Mental Health Advisory Group to reflect on, and to evaluate, the program.

#### 4. Resources

##### Personnel

a) Psychiatrist (Expatriate)	2 FTE
Psychiatrist (Nepali)	Part-time on contract basis as required.
b) Psychiatric Nurse (Expatriate)	2 FTE
c) Administrative Assistant (Level 7/8)	3/4 time
d) Research Assistant (Nepali)	Part-time on contract basis as required.

##### Cost\_Frame

Total costs for 1991/92 will be almost 14 lakh Rs. in recurring budget, and 31,000\$ U.S. for capital items of a vehicle, and a computer printer.

ORAL HEALTH PROGRAMME  
Annual Plan 1991/1992

The major oral health problems in the country can be divided into two main areas:

1. Extremely low dentist to patient ratio and the difficulty patients have to have any form of treatment.
2. Little understanding of the main causes of oral health problems - whether it is of dental decay, periodontal disease or cavernomas related to chewing habits.

Many of the activities of Oral Health Programme (OHP) are directed towards these problems.

Activities

1. Actively seek to secure appropriately trained dentists to work in Nepal. Dentists with training or interests in the areas of public health/ community dentistry, oral surgery and general dentistry should be sought after.
2. Continue to offer "oral health" training to personnel from outlying projects. Projects should be encouraged to make use of this facility. The training programme though based at Patan Hospital/Tansen Hospital has a village/community health component as well, and is concerned with relief of pain and prevention.
3. Preventive programme: Looking for ways and means of encouraging, supporting or establishing a rural and urban preventive programme aimed at children. Schools would be used as a means of contacting children. (This programme is dependent upon the number of dentists available within UMN).
4. Teaching Institutions: Seeking to include "oral health" in the curriculum of health orientated teaching institutions e.g. Nursing Campus etc.

To provide a suggested curriculum and teaching material.  
 To provide a dentist to give teacher training initially.

5. Training: To facilitate training in the following areas:

- oral hygienist  
 - dental assistants  
 - dental therapist (sending another person to Canada in mid 1992 via the concerned hospital):

6. Research: Oral submucous fibrosis - controlled study of the use of allopurinol in the treatment of this condition. Initial trials having proved encouraging.  
 Oral pathology - ongoing monitoring of oral pathology presenting at the dental clinics.
7. Educational manual: Development of a manual to be used by those involved in health education.
8. Short-term/student visit: This programme is to be recommended.

Personnel: Expatriate FTE 0.1

(This should be reviewed with the arrival of more dentists).

**NUTRITION SECTION**  
**Annual Plan 1991/92**

The Nutrition Consultant and Associate Nutrition Consultant together will be involved in maintaining or improving nutritional status in UMN-related population groups, contact or target groups by increasing awareness and knowledge of nutrition, increasing knowledge and understanding of nutrition-related behaviours, maximizing positive attitudes toward nutrition and nutrition education among personnel in health and other disciplines, producing materials which will promote and enhance these activities, and assisting in the integration of nutrition into other programme disciplines such as agriculture, NFE, sanitation, and water supply, appropriate home and village technology, etc. Similarly, assistance will be extended to HMG/N-related programmes, NGOs, and other projects as there is opportunity and when schedule permits.

Activities will include project visits; consultations, oral and correspondence; orientations in food and nutrition, both formal and informal; seminars and workshops separate or linked with others; writing, for UMN and wider circulation; production of nutrition materials, including a variety of audio-visuals; networking with projects; nutrition planning, research, and evaluation; new initiatives and nutrition updates in line with UMN and national needs; and liaison, non-UMN assignments including building/maintaining relationships, sharing of information and coordination with HMG Nutrition Programme, IOM, and other agencies and professional groups or individuals with nutrition interests.

Personnel will include one expatriate and two national staff, levels 10 and 4 (secretary ½ FTE) respectively.

Nutrition Consultant		
Expat., FTE -		1
Associate Nutrition Consultant -		
National, Level 10, FTE -		1

MEDICAL SUPPLIES DEPARTMENT  
Annual Plan 1991/92

1. Description

Medical Supplies Department, a combined programme serving UMN and INF projects, administered by UMN, purchases, imports and distributes medicines, vaccines, laboratory items and chemicals, medical supplies, dental and small surgical equipment for all UMN/INF projects. The Leprosy Mission and The Evangelical Alliance Mission also use the service of MSD (limited range of items supplied). The MSD Director reports on a routine basis to the UMN Health Services Secretary. Oversight of MSD is provided by a Management Advisory Committee, consisting of both UMN and INF representatives.

2. General Objectives

The general objectives of MSD are to provide a reliable supply of good quality generic medicines and vaccines, listed in the combined INF/UMN Formulary, laboratory items and chemicals, medical supplies, dental and small surgical equipment. Also MSD serves as a drug information centre and provides consultant pharmacy services to INF and UMN programmes.

3. Specific Objectives

The quality and efficiency of the service of MSD is at present limited by little office and stock space and too small staff. In the store another staff member is needed for packing, who will also be doing peon work; in the office another administrative staff is needed to overview all administrative procedures, to allow the director to concentrate on pharmaceutical matters and consultant pharmacy work.

At the present location of MSD is not suited for expansion, the department will move in the new fiscal year to a more suitable building.

Although the computer programme which MSD is using is well suited for MSD it needs refinements, updating and new sub-programmes.

4. Personnel and Training

Expatriate: Director	1 FTE
Nepali:	6 FTE

APPENDIX 32

HEALTH SERVICES SECONDED WORKERS  
Annual Plan 1991/1992

Basis for Seconded Workers Project:

"To view UMN as fundamentally a resource organization channelling people and finance to assist in working with Nepalis and their communities in the development of Nepal."

Article 5, Long-Term Strategy Guidelines,  
Adopted by UMN Board, 20 November, 1990

General Objectives:

1. To second health workers to the Institute of Medicine (IOM) for the training of Nepali health manpower, for research, and for capacity-building of the institution's personnel and facilities.
2. To second staff to other medical institutions for service, training and research.
3. To second staff to Ministry of Health for service, training & research at central, regional and/or district level.
4. To second health staff to related HMG ministries, as appropriate.

Plan 1991 -1992

- 1.1 Secondments to IOM Nursing Campus at which the following courses are offered: RN (Certificate) BN (Post-Basic) Master's level Course is under consideration. Two Board Appointees (B.A.s) currently teach in the BN Course.
- 1.2 Secondments to Central Campus, at which the following courses are offered: MBBS, BPH, General Medicine, Lab. Science. The following certificate level courses which were discontinued in 1990 may be restarted: Pharmacology, Physiotherapy, Radiology. A 2 year MSc.P.H. is scheduled to start April 17, 1991.
- 1.3 Department of Community Medicine One Board Appointee teaches in the MBBS and BPH courses and has been asked to teach in the MScPH course.
- 1.4 Tribhuvan University Teaching Hospital Clinical Faculty Two BAs have half-time posts through the Mental Health Project
2. Secondments to Other Medical Institutions One BA completes service as Sr. Lab. Scientist at Anandaban.
3. Secondments to Ministry of Health One BA has part-time post at Government Mental Hospital, Patan.
4. Secondments of health staff to other ministries.

Total Existing Personnel in Secondments for 1991 - 1992 = 4.9  
Additional secondments are being actively pursued as suitable personnel are offered or positions become available.

RURAL DEVELOPMENT CENTRE (RDC)  
Annual Plan 1991/1992

Summary:

The Rural Development Center, as a part of UMN Administration, has been a training center/support project to community development activities. RDC as a structure is an administrative umbrella for 5 professional/technical sections (see below).

The major emphasis will be to build each section's capacity to design and carry out direct technical training programmes for community and staff members. The result of this is that very practical, hands-on, go-to-the farmer (community member) kind of training courses, with a strong emphasis on follow-up, are offered/given in community localities or at RDC's localities. Beside training activities RDC, through its 5 programmes, does give professional/technical support to UMN Administration and UMN projects.

RDC Administration/Training Unit section coordinates the work of and provides support to the 5 programmes. It maintains also a resource center including the library ( $\pm$  4500 publications).

An agreement for RDC as a training center will be sought.

a) The Animal Health Improvement Program (AHIP):

The aims of AHIP to enable farmers to treat common animal diseases and to improve their animal husbandry and disease prevention techniques with local resources; to relate to their local government veterinary post. AHIP provides farmer courses and technical advice for rural development programmes. This year's emphasis will be the work on training materials especially on husbandry aspects.

The RDC Farm is under AHIP's responsibility and acts as a training center/demonstration area and clinic for local farmer's animals.

b) The Horticulture Agronomy Support Programme (HASP):

The Horticulture/Agronomy Support Programme aims to train community members and project staff in appropriate farming technologies for integrated/sustainable horticulture and agronomy systems with emphasis on use of local resources. Acknowledging that the rural population of Nepal does struggle for economic, nutritional/food sufficiency and that certain farming practices/technologies are worth promoting. The training will happen in the field or in the HASP area. Demonstrations of appropriate technologies and some field trials are carried out in Tansen and Pokhara.

c) The Rural Income Creation Programme (RICP):

RICP is not having a clear purpose or goal for providing training in the area of Income Generation (IG). Since there is not a clear need for individual entrepreneurial training courses and because this is already the main focus of several existing training programmes (non-UMN), RICP will look in new directions. RICP will explore potential directions by carrying out a study on group formation/organisation and do a needs assessment. Based on this study recommendations will be made for future action that needs to be taken. RICP will continue to carry out activities which are beneficial to IG activities throughout UMN.

d) The Forestry Motivation and Training Programme (TREE's):

The TREE's programme provides training courses covering community and private forestry for three levels of participants: forest committee members, farmers and field level project staff. These courses are usually held for members of that community to receive training. The programme also works on preparing and improving training materials and other resources for its own use and for use by other organisations.

e) The Water Systems Support & Training Programme (WSSTP):

The WSSTP aims to assist projects/programmes in the establishment and maintenance of was systems for communities in their areas. In doing that, the programme provides training courses for technicians and local maintenance workers (user group). Training are held mainly in field but in Pokhara a workshop will be established for training purposes.

2. Activities

a) Training - AHIP will have regular courses running for minimal 6 weeks training approx. 50 trainees, TREE's for 14 weeks training 105 trainees, HASP for  $\pm$  6 weeks training 50 trainees and WSSTP for 11 weeks training  $\pm$  80 trainees. (Total 37 weeks with  $\pm$  300 trainees). Beside this minimal number of courses mentioned, short, one to two day, courses will be given. Trainees will get follow-up in order to support//up-train them in their own environment and to evaluate/improve the training programmes of RDC's sections. The bulk of this training will be for farmers who have had little formal schooling.

The RDC sections also collects information, and facilitate applications from the projects, on courses run by HMG and other applications from the projects, on courses run by HMG and other organisations. Preparation for courses will be a main activity.

Internal training of trainers and other staff is having a high priority. For English courses a expatriate trainer will be sought.

b) Support - RDC programmes support the work in the projects in numerous ways including supply of materials (i.e. seed, animal medicines, extension material) and circulating information via the library

c) Advice and follow-up - Staff from the programmes make regular visits to the project's to either give encouragement/on-spot-training of previous trainees (follow-up) and project staff and look over the projects work, or carry out more specific assignments such as surveying and designing drinking water and irrigation systems, and advising on their malutenance (for creating practical training ground), supervising nursery seedling production and plantation establishment, community motivation in different fields, giving assistance in planning/evaluation and doing feasibility studies.

d) Professional Groups - All the programmes coordinate/participate either annual or biannual meetings of senior UMN staff working in their respective professional area.

e) Research and Demonstration - Two farms are run demonstration and testing purposes, one by HASP in Tansen which concentrates on vegetables/fruit trees/bamboos and one in Pokhara which concentrates on animal husbandry/veterinary treatment/fodder trees.

f) Evaluation - RDC and itsprogrammes will annually evaluate its effectiveness in meeting its objectives and the work-load/work structure of its staff. AHIP will be evaluated by outside agency. HASP will do an inventory of its resources and technical abilities.

3. Personnel - To carry out the activities of the RDC, there are 9.1 FTE UMN Board Appointees and 38.2 FTE Nepali staff needed. RDC will have the following posts for UMN Board Appointees:  
RDC Director (if suitable nepali is found post will be Nepalized)  
Business Manager and Trainer Specialist  
English Trainer (short term for only 1 year)  
Animal Husbandry Specialist (AHIP-in-charge) and Veterinary Doctor  
Agricultualist (HASP in-charge)  
Income Generation Advisor/Trainer  
Forestry Advisor (TREE's in-charge)  
Water system advisor (WSSTP in-charge)

SURKHET COMMUNITY DEVELOPMENT PROJECT FOR  
INCOME GENERATION AND DEVELOPMENT OF COTTAGE INDUSTRY  
Annual Plan 1991/1992

Description

The Project is committed to assisting the people of Surkhet District with the present focus on Kunathari and Pokharikhara Village Development Areas (VDA) in their efforts to earn income and development local industries. To do this they need to improve their food supply, health care, literacy. The project seeks to facilitate this through work in income generation, nonformal education, conservation, health, water systems, and women development. As work has been going on for 8 years in Kunathari VDA, focus will be more towards Pokharikhara VDA.

Project administration

The Project Director position is located in Birendranagar. A Field Team Leader will take an oversight role in managing the Kunathari/Pokharikhara team. Administration support structures will need to adjust to this change. During the year there will be dialogue on identifying a potential new site in Surkhet district for another field team operation.

Income Generation

Attention will be on the agriculture sector since these are rural areas ie. crops, gardening, animal husbandry, and fruit trees will all be encouraged, silk farming will be investigated. A specific focus will be on leather goods training and manufacturing. With the forest resource, nettle fibre, bamboo and other forest products will be explored. Entrepreneurial and other forms of trainings will be explored.

Non-Formal Education

NFE continue to be the programme base for outreach to hear community expressed needs. Ten new class facilitators will be trained. Through classes communities will become more aware of their situations and development potential. Follow up will provide opportunity to practice reading skills and a discussion forum for other activities.

Conservation

The project operates in a remote area that has not had forest resources overexploited. Objectives include 1) awareness raising about forest resource, 2) supporting HMG efforts to establish community forests and nurseries, and 3) providing technical assistance as requested.

Health

Preventable health problems such as skin infections, worm infestation, and respiratory diseases remain prevalent, thus main emphasis is preventative rather than curative. Staff will conduct programme using a wide range of media eg. demonstrations, posters, flash cards, puppets, etc. to a varying target groups eg. mothers, schools, health volunteers, teachers other project training programme etc..

### Women's Development

The project aims to facilitate women's development, their ability to think and speak for themselves, gain confidence and increase their participation in community forums. WD strives to motivate an improvement in health, education, domestic skills, economic situation and status of women in cooperation with other project sections.

### Water Systems

The project continues to respond to community requests for drinking water and irrigation as technically feasible and within the scope of the project budget. WS mobilizes maximum participation of community for successful planning, construction and maintenance of a system. Training is given to village maintenance workers who will be maintaining systems in the future.

### Personnel

#### Approved Posts:

Expatriate - 4  
Nepali - 16

OKHALDHUNGA RURAL DEVELOPMENT PROGRAMME  
Annual Plan 1991/1992

PROJECT DESCRIPTION

Okhaldhunga District is a poor area in East Nepal with very little development. It is located in the hills where travelling is difficult, the nearest road being a 3 day walk away. There is an airstrip about a three hours walk from Okhaldhunga, with flight connections to Kathmandu and some other centres. UMN has run a 20-bed hospital near Okhaldhunga Bazar for 27 years, and since 1977 has also run a Community Health Programme working in 14 panchayats. In January 1989 the Community Health Care Programme was divided administratively into a Rural Development Programme (RD) and a Primary Health Care Programme for a trial period until July 1991.

MANDATE AND PURPOSE

The Project operates under agreement between His Majesty's Government of Nepal and the United Mission to Nepal and in contact with the Okhaldhunga District Offices.

The Rural Development Programme of United Mission Okhaldhunga Project supports the health work of the project by carrying out health related activities. Those activites fall into line with HMG's basic needs programme until the year 2000 and with the Alma Ata declaration about Primary Health Care objectives.

AIMS

The total coverage areas of work will be Non Formal Education and Drinking water. The programme wants to offer its cooperation with those two sections to every ward. The Agriculture and Forestry Sections will support the work by cooperating with interested groups and thus possibly extend its time of cooperation between community and project to about four years.

STRATEGY

The RD Programme is starting work in new geographical areas by organising Non Formal Education (NFE) classes only. The other sections concentrate in their work on the groups evolving out of NFE classes. The sections continue the motivational and educational NFE-approach upon request of the groups for a period of one to five years. The initiative and responsibility should remaine as much as possible with the local people in order to see their empowerment as a priority and the community development may take place through their own enablement.

ADMINISTRATION

After the RD programme got fairly well established, Administration will now give more emphasis to the coordination between the sections. The working strategy was discussed in detailes and defined as contributing to the enablement of the people in a predominantly motivational and educational process. Practical details will be tested and monitored during the implementation of the plans. Administration has to facilitate that work in close contact with the RD Secretary in UMN Headquarters and by contacting and informing the District Offices regularly.

## Non Formal Education Skill Learning

with its Annual Plan 1991/92, NFESL section seeks to continue and consolidate the programme direction set in the previous year towards:

- becoming a motivational/educational instrument for wider community based development work, whilst responding to the expressed desire for literacy;
- giving more emphasis and time to practical follow-up activities (kitchengarden, afforestation, sanitation etc) with the NFE groups in coordination with other RD sections;
- strengthening awareness among participants/facilitators for the need of change, for making informed choices and about their role in development;
- facilitating motivational IG trainings, skill learning/improvement trainings for small groups/individuals in order to generate supplementary income, where possible assist in establishing small cottage industries. It is planned to work with approximately 12-15 follow-up groups, representing 150-200 participants, while establishing 15 new NFE centres for up to 250 participants in the selected RD target area.

## Forestry

Forestry continues to educate and motivate groups of people, committees and individuals on the importance of forests. It also continues to facilitate local activities of forest protection, management, plantation and fodder improvement. Seedling production in Rangadip and Bigutar continues on the project subsidized way for one resp. two more years. In new working areas in charge of the former private nursery system there shall be introduced a "Forest Protection Group Fund" with low financial input limited to two years to support good quality seedling production. In new working areas the Forestry Section shall as a first priority provide education and facilitation to NFE classes or extended groups emerging from them.

## Drinking Water

The work of the Drinking Water Section follows the revised strategy of the RD Programme. This means that the Section will aim to make its involvement with rural drinking water supplies a follow-up activity of the RD Programme's involvement in NFE-work, wherever there opens up an opportunity to do so. The section plans to select and build 6-8 small to medium sized drinking water systems and to survey and assess about 10-12 requested new ones. Continued emphasis will be given to train local people in maintenance. With an engineer joining the section, the technicians will be trained also in all required skills for simple surveys, designs and estimates.

## Agriculture

All extension works, that are mainly breeding work of livestocks and kitchen gardening with 3 women's groups are now in the stage of "phasing over". Small farmers' groups are continued in the old and new working area. Extension work will be continued or started with NFE classes or groups evolved from them. Agriculture will give input into the running NFE followup courses.

## Personnel

Expatriate: Project Director  
NFE and Skill Learning  
Forester  
Waterengineer  
Agriculturist  
Business Manager 0.1 FTE

Nepali: 19.2 FTE  
Senior: Asst to Dir.  
NFE Co-ordinator  
Womens Coord.  
Agriculturist

**NISIKOT FORESTRY PROGRAMME**  
**Annual Plan 1991/1992**

Description

Nisikot Forestry Programme goes into its second year of community capacity development with a primary emphasis on the forestry sector.

### Objectives

- I. In cooperation with local committees and the District Forestry Office a motivation and education programme will continue around user group formation, protection, legal registration of community forest and handover, and tree planting.
- II. With the local community, discussion will continue on how the nursery could become locally managed.
- III. Approved existing research will be maintained with community. The project and committee will utilize Forest Research Project in any possible action research the community requires.

Personnel 6 nepali Staff (plus 5 nursery contract).

Budget 1991/92 (Already committed by USAID)

Salary	414,000
TA/DA	38,000
Maintenance rent	80,000
Office supplies/Equip.	56,000
Training materials	30,000
Community Extension	400,000
Staff Training	38,000
Research Support	100,000
Contingencies	13,000
 Total	1,169,000
Admin. Support	58,400
 Sub. total	1,227,400
5% inflation	77,800
 Total Rs.	1,305,200
 International Travel	\$ 3000
Computer Equip.	\$ 5000
 Total \$	8000

**FORESTRY CONSULTANCY**  
**Annual Plan 1991/1992**

**I      Description**

The intention of UMN forestry is the motivation of local people towards enhancement and wise use of a declining forest resource. The Forest Consultancy is to support projects, and the administration of UMN in matters relating to forestry. It operates through providing information and technical materials, liaison with other organizations, and interaction in decision making.

**II      General Objectives**

1. Optimal decision making and planning concerning forestry matters by the UMN administration will be possible through required technical/professional input.
2. UMN forestry programmes will not be hindered by lack of necessary resources and technical materials.
3. Movement toward Neplaisation of UMN will be continued through increased technical capabilities of its Nepali staff

**III      Personnel**

Forestry Consultant E    1 FTE  
 Forestry AdvisorN 1FTE

**Forest Consultancy Budget  
 for 1991-1992**

	Budget 90-91	Proposed 91-92
<b>INCOME</b>		
PCS	82,000	108,000
Grants	105,800	117,500
Miscellaneous Income	4,000	4,000
<b>Total Income</b>	191,800	229,500
<b>Expenditure</b>		
PCS	82,000	108,000
Salaries	55,300	62,000
Travel & Allowances	25,000	30,000
Office Supply & Support	8,000	8,000
Books & Resources	7,000	7,000
Study Tour/Seminar	8,000	8,000
Staff Training	1,500	1,500
Miscellaneous	5,000	5,000
<b>Total Expense</b>	191,800	229,500

PERFORMING ARTS  
Annual Plan 1991/1992

To convey messages in community development related programmes there are many ways of proceeding. Performing arts utilized the traditional skills of song and dance and drama to convey messages. This next year Mr. Sunil Pokheral offers the following:

Objective: That the use of performing arts to convey social/environmental messages be extended to communities where UMN and other NGO projects are present.

This will be done by

1. Organising a dramatic arts training that is open to all UMN projects and selected NGO's (7-10 days).
2. Respond to UMN Projects requesting project based workshop and developing dramas that suit local situations.
3. Encouraging other local artists to provide similar services.

BUTWAL PLYWOOD FACTORY AND UNITED MISSION TO NEPAL'S  
FORESTRY PROGRAMME

PLAN FOR 1990/91 - 1992/93

**1. INTRODUCTION**

Over the last years forest land in the Terai has rapidly been converted into agricultural land and will become even more scarce in the near future. The land availability is therefore the main constraint for national, lease and community forestry. There will be an increasing demand for timber, fuelwood and fodder as the population grows in the Terai at the rate of 4.5% (Nepal as a whole: 2.6%)

The BPF Forestry Programme tries to develop two models, farm forestry and leasehold forestry. By using farm land as in the farm forestry system, the programme is moving back into previous forest land but will now instead use that land for both tree and agricultural crops (agro-forestry).

**2. OBJECTIVES**

In accordance with the new Forestry Sector Policy of the Government the following objectives have been defined:

- 2.1 To demonstrate the economic feasibility of commercial plantation forestry on the Terai (farm forestry and leasehold forestry).
- 2.2 To develop and demonstrate industrial plantation with high yield of timber, fuelwood, fodder, herbs and food using agroforestry systems.
- 2.3 To supply BPF and local wood based industry with raw material (wood).
- 2.4 To benefit local communities by supporting them in tree planting and forest management.

Time frame. UMN will encourage BPF's involvement in the programme for approximately another 8 years, until the harvest of the first trees. BPF will seek to operate the programme using local funding and personnel to the extent possible on a long-term basis.

**3. ACTIVITIES**

- 3.1 On Farmers land (FARM FORESTRY): The programme will continue to develop an extension scheme to farmers similar to that which is proving successful in India (the WIMCO-NBARD scheme) and plant trees (mainly poplar) on farm land according to plan (see Appendix 1) in combination with other agricultural crops.
- 3.2 On Government land (LEASEHOLD FORESTRY): Manage the agroforestry plantation and the natural forest's regeneration in Jogikuti according to the Management Plan. The knowledge gained in Jogikuti might be put into practice in two new areas which have already been applied for from HMG/Nepal as leasehold forest if that land will be available and BPF/UMN decide to do so. The new areas will be managed according to management plans.
- 3.3 Barb production: Improve the production in the area already planted and continue to run the present small pilot plant. The programme might collaborate with a new herb company if enough land is available in Jogikuti. If new land for lease will be available, a decision will be made whether or not to set up herb production on a commercial basis.

3.4 Research: Continue to asses and manage all trials which have been carried out and continue to develop intercropping practices for good tree growth (poplar and other species) both in Jogikuti and on farm land.

3.5 Community involvement: Continue to support local community by giving employment, supply seedlings, fodder, fuelwood, grass and other need.

4. MONITORING

Non-UMN foresters will continue to follow the activities and a UMN forester and programme staff will annually monitor the work.

5. LEGAL ASPECTS.

The programme will investigate if the farmers have the right to cut any tree they plant on their own land without any special approval from The Department of Forests. The programme will also help to promote legal procedures for that as well as support any association working in this direction.

6. IMPACT

The programme will be able to:

1. help to secure the local wood based industry for raw material
2. create employment for poorer people at the factories as well as in the programme
3. improve the national economics through self-production of needed material and the farm forestry part will also enable the programme to
4. create income for the farmers.

The programme will provide timber for building material, fuelwood and fodder for a growing population and live stock. Land which has not been used efficiently will be put under proper management to obtain maximum yield of timber, fuelwood, fodder, grass and agricultural and herb crops. The programme activities will also help to improve soil and reduce soil erosion. The programme will therefore improve both the environment and the social life in the Terai.

8. PERSONNEL AND ORGANISATION.

UMN expatriate	1 FTE
Nepali employees	15-20 persons
Nepali part-time workers	35-50 persons

The programme in charge will go to the Phillipines on training 1991/92 - 1991/93 and an acting Programme In-charge will be appointed. There will be no full-time UMN expatriate before earliest January 1992. One forester from UMN therefore needs to monitor the work going on now and then. The current Forestry Advisor will be asked to work in the programme in January-February 1992.

Staff training

Staff will be sent for training and/or on field tours if needed.

PALPA CHP LONG-TERM PLAN (PROPOSED)  
1992-95 (2049-52)

GOALS

1. TO HELP DECREASE MORBIDITY AND MORTALITY IN CHP WORKING AREAS
2. TO HELP INCREASE COMMUNITY INVOLVEMENT IN SUSTAINABLE DEVELOPMENT PROGRAMMES.

DESCRIPTION OF PROJECT

Palpa Community Health Project (CHP) is a project working in accordance with the Purposes and Constitution of the United Mission to Nepal.

It is a multiprofessional community health programme involved in preventative and curative medical care, human and animal health volunteer training, agricultural development, drinking water systems and adult education programmes.

It works together with selected communities to enable them to bring about planned controlled development related to their health needs.

It works together with HMG/N District Health Office in support of its Primary Health Care programme through the health posts of Palpa.

METHODOLOGY

Palpa Community Health Project will work in three main ways towards the stated goals.

- \* Working with present communities to identify sustainable programmes only and phase out others. To increase the responsibility of these communities.
- \* Working together with DHO Health Post infrastructure.
- \* Selecting discrete community groups who will agree to work together for the benefit of every member with access to all the professional inputs of CHP.

PROGRAMMESIntroduction.

In the past ten year phase of the project CHP was supportive of the government (HMG/N) primary health care programme through establishing Village Health Workers, Immunisation programmes and Health Volunteer training and support and these were linked into the village committee system. The Agriculture, Drinking water and Non Formal Education programmes worked in support of this programme.

In the past two years the Government District Health Office has increasingly been able to establish its own PHC programmes and CHP has already been able to phase out some of its previous activities.

Further changes in Nepal have led to the dissolving of the old "panchayat" committees and this has led CHP to move towards a development model based on smaller village communities which will probably be smaller than the development committee areas.

## **Changing pattern of Working**

The work in the previously served areas of Palpa district will change with new emphasis being put on smaller village communities taking more responsibility for the existing health workers who have been trained by CHP in the past. These programmes will have to become more self sustaining in order to attract further CHP involvement.

In addition new areas of work will be sought in South West Palpa which is now the least served area as far as both HMG/N and other NGOs is concerned.

## **New Working Area Working Plan**

We plan to work in the south west area of Palpa District with this changing working philosophy. This will involve all sections of CHP working together with selected communities for their sustainable development. Communities will be selected according to observed and measured need.

### **Objectives.**

- 2.1 To establish a working relationship; community members will be encouraged to form a development committee from among the members of their community.
- 2.2 To encourage the community members in saving their incomes, a fund collection system will be started.
- 2.3 Community members will be encouraged to practice the participatory decision making.

With such a changing pattern emerging the present CHP sections will respond as follows.

### **COMMUNITY MEDICAL PROGRAMME**

This section has been heavily involved in supporting the HMG/N primary health care programme through health volunteer training and support and through immunisation programmes.

It will become more responsive to village development requests which will involve its medical training skills. These programmes will be sustainable in character at the village level or relate to other existing HMG/N generated programmes.

The Health Post support programme will continue until such times as the perceived need is no longer present.

The Town Clinic programme will be reviewed according to the needs of the Nagar Palika and bearing in mind the ANM and CMA training programme of HMG/N.

It will be an integral part of the joint programme initiative being commenced in south west Palpa responding to the medical development needs.

### **DRINKING WATER PROGRAMME**

This section will continue to motivate communities to provide safe drinking water supplies, responding particularly to motivated communities. It will encourage small land irrigation schemes especially those which will redistribute resources towards the poor.

It will continue to provide technical advice and help to the general CHP programme and may be a focus for new development programmes in south west Palpa.

### **NON FORMAL EDUCATION**

This section will continue to address the adult literacy needs of communities through the training and support of local facilitators. It will respond to motivated communities and will provide opportunity for general development programmes drawing on the skills and experience of the other CHP professional sections.

It will be involved in the development initiative in south west Palpa and may be the focus of that initiative.

#### AGRICULTURE

This section will continue to emphasize community support for farmers development. The animal health workers will be encouraged to have a village support committee. Technical advice will be made available to other sections especially drinking water and NFE.

It will be integrally involved in the new area initiative in south west Palpa.

( 04-Jul-91 )

UMN PROVIDENT FUND

Income and Expenditure Statement for Year ended 14 Jan 1991

1989/90		1990/91
	INCOME	
2,176,183	Interest Earned	2,714,385
2,176,183		2,714,385
	EXPENDITURE	
2,141,549	Interest Paid	2,686,528
30,145	Other Expenditure	35,000
2,171,694		2,721,528
4,489	Surplus / Deficit	(7,143)
3,096	Undistributed Earnings from Prior Year	7,585
7,585		442

UMN PROVIDENT FUND

Balance Sheet as at 14th January 1991

Assets		
472,480	Balance with UMN	172,589
405,080	Cash at Bank - Savings account	593,835
11,946,000	Cash at Bank - Fixed Deposit	15,516,000
14,389	Account Receivable	152,895
5,537,734	Loan to Members	7,349,463
18,375,683		23,784,782
Liabilities		
18,338,098	Member's Balances	23,784,340
7,585	Undistributed Earnings	442
30,000	Accounts Payable	0
18,375,683		23,784,782

Accountant / Treasurer

( 04-Jul-91 )

PROVIDENT FUND BALANCE SHEET NOTES

	1989/90	1990/91
1.	355,357	406,928
	49,723	186,907
	<u>405,080</u>	<u>593,835</u>
2.	8,640,000	11,620,000
	3,306,000	1,636,000
	0	2,260,000
	<u>11,946,000</u>	<u>15,516,000</u>
3.	Interest Receivable on :-	
	14,389	8,151
	0	128,250
	0	8,999
	0	4,354
	0	3,141
	<u>14,389</u>	<u>152,895</u>
4.	Loan Balance	
	540,599	682,778
	2,190,609	2,576,253
	733,194	941,486
	194,712	334,550
	444,950	875,200
	4,420	54,600
	89,995	152,595
	906,481	1,098,058
	118,335	95,880
	228,495	355,870
	27,600	28,350
	48,844	110,634
	9,500	25,000
	0	18,200
	<u>5,537,734</u>	<u>7,349,463</u>

( 04-Jul-91 )

PROVIDENT FUND BALANCE SHEET NOTES

	1989/90	1990/91
<b>Liabilities Balances</b>		
5.		
1,900,767	Liabilities to MSP Members	2,442,511
6,663,577	Liabilities to Tansen Members	8,469,488
2,024,123	Liabilities to Gorkha Members	2,454,578
717,811	Liabilities to Okhaldhunga Members	1,078,771
1,332,810	Liabilities to Nursing Campus Members	1,790,202
131,862	Liabilities to Jumla Members	124,445
574,350	Liabilities to Butwal Members	828,897
351,532	Liabilities to RDC / Pokhara Members	533,468
267,111	Liabilities to Andhikhola Members	361,176
66,110	Liabilities to KISC Members	104,596
117,117	Liabilities to Surkhet Members	157,428
2,974,743	Liabilities to CDHP Members	3,419,734
1,216,185	Liabilities to Inservice Schol. Members	1,803,392
0	Liabilities to TSP Members	215,654
<b>18,338,098</b>		<b>23,784,340</b>

Accountant/ Treasurer

**MSP/HQ RECURRING BUDGET**

REVENUE	ACTUAL 89/90	APPROVED BUDGET 90/91	% DIFF	
			BUDGET 91/92	BUDGET OVER 90/91 91/92 BUDGET
MSP SERVICE/FEES	156,259	160,000	200,000	25 1
MSP ANNUAL CONF FEES	283,704	295,000	250,000	(15) 2
PCS MSP	2,572,664	3,385,000	3,870,000	14
SALE OF GOODS	37,964	100,000	50,000	(50) 3
<b>TOTAL REVENUE</b>	<b>3,050,591</b>	<b>3,940,000</b>	<b>4,370,000</b>	<b>11</b>
 <b>EXPENSES</b>				
SALARIES	1,548,074	1,865,000	3,011,600	61 4
PCS	2,572,664	3,385,000	3,870,000	14
CONT SERV PUBL/PUB	94,397	150,000	150,000	0
INSURANCE	19,668	24,000	27,600	15 5
BANK CHARGES	171,157	120,000	225,000	88 6
CONT SERV LEGAL/AUDIT	165,741	168,000	193,200	15 7
RENT	4,033,727	5,000,000	5,700,000	14
SEMINARS MSP	51,368	60,000	69,000	15 8
SEMINARS ANNUAL CONF	459,439	520,000	485,000	(7)
SUPPLIES	589,069	615,000	700,000	14
MINOR EQUIP BA FURN	347,559	430,000	430,000	0
MINOR EQUIP MSP	73,295	117,000	192,000	64 9
LIBRARY	138,709	138,000	138,000	0
POSTAGE	54,587	95,000	95,000	0
TELECOM	216,560	165,000	280,000	70 10
TRAVEL	355,347	345,000	441,600	28 11
BOARD MEETINGS /ED TR	189,209	525,000	525,000	0
COST OF GOODS SOLD	9,733	55,000	30,000	(45)12
UTILITIES	90,292	85,000	120,000	41 13
REPAIRS/MAIN	1,049,442	1,070,000	1,125,000	5
MISC/HOSPITALITY	8,877	15,000	17,000	13
MISC MSP	3,701	35,000	35,000	0
ARCHIVES	34,641	265,000	258,000	(3)
<b>TOTAL EXPENSES</b>	<b>12,277,256</b>	<b>15,247,000</b>	<b>18,118,000</b>	<b>19</b>

NET SURPLUS/DEFICIT (9,226,665)(11,307,000)(13,748,000)

NOTES:

- [1] We plan to increase MSP fees.
- [2] Due to reduced travel expenses relating to the speaker.
- [3] Based upon the actual for six months of Rs. 22,600/-
- [4] Due to educational allowance, salary increase and vacant posts.
- [5] Due to anticipated increase in premiums.
- [6] Based upon 6 month actuals of Rs. 95,000.
- [7] Due to anticipated increase in audit fees.
- [8] Due to the policy of promoting communication and inservice training.
- [9] Due to cost of replacement parts for computers.
- [10] Based upon 6 month actuals of Rs. 96,000.
- [11] Due to expected increase in price of fuel and bus ride planned for the staff.
- [12] Based upon the 7 month actual of Rs. 23,000/-.
- [13] Based upon 6 month actuals of Rs. 48,000.

MSP GUEST HOUSE RECURRING BUDGET

REVENUE	ACTUAL 89/90	APPROVED BUDGET 90/91	% DIFF	
			BUDGET 91/92	OVER 90/91 BUDGET
GUESTHOUSE FEES	1,117,620	1,836,500	1,807,000	(2)
PCS	60,396	69,500	77,800	12
TELECOM INCOME		12,000	6,000	(50) 1
<b>TOTAL REVENUE</b>	<b>1,178,016</b>	<b>1,918,000</b>	<b>1,890,800</b>	<b>(1)</b>
 EXPENSES				
SALARIES	610,248	755,000	889,200	18 2
PCS	60,396	69,500	77,800	12
MINOR EQUIP	1,000	12,000	12,000	0
TELECOM	8,219	12,000	8,000	(33) 3
TRAVEL	2,782	4,500	8,000	78 4
FOOD, OFF SUPP, MISC	627,020	900,000	765,000	(15) 5
UTILITIES	103,063	145,000	110,800	(24) 5
REPAIRS/MAIN	20,000	20,000	20,000	0
<b>TOTAL EXPENSES</b>	<b>1,432,728</b>	<b>1,918,000</b>	<b>1,890,800</b>	<b>(1)</b>
<b>NET SURPLUS/DEFICIT</b>	<b>(254,712)</b>		<b>0</b>	<b>0</b>

[1] Based on the six months actual Rs. 1,312/-

[2] Due to educational allowance and salary increase.

[3] Decrease based on actual expenses for six months

[4] Increased based on actual expenses for six months of Rs. 4,700/-

[5] Based upon expected drop in facilities ie Prem Anex and Barclay House

MSP OPEN HOUSE CLINIC RECURRING BUDGET

	ACTUAL 89/90	APPROVED BUDGET 90/91	% DIFF	
			BUDGET 91/92	OVER 90/91 BUDGET
<b>REVENUE</b>				
SERVICE FEES	97,952	181,800	172,500	(5)
PCS	60,396	69,500	77,900	12
<b>TOTAL REVENUE</b>	<b>158,348</b>	<b>251,300</b>	<b>250,400</b>	
<b>EXPENSES</b>				
PCS	60,396	69,500	77,900	12
ADMIN/OFFICE SUPP	3,145	7,500	4,500	(40) (1)
MINOR EQUIP	0	5,000	5,000	0
TRAVEL	0	1,500	1,000	(33) (2)
COST OF GOODS MED SUPP	90,967	150,000	145,000	(3)
UTIL/RENT/REPAIRS	9,163	17,800	17,000	(4)
<b>TOTAL EXPENSES</b>	<b>163,671</b>	<b>251,300</b>	<b>250,400</b>	
<b>NET SURPLUS/DEFICIT</b>	<b>(5,323)</b>		<b>0</b>	<b>0</b>

1. Based upon six months actual of Rs 1,264/-.

2. Travel was not charged for the last 18 months.

MSP VEHICLES RECURRING BUDGET

	ACTUAL 89/90	APPROVED BUDGET 90/91	% DIFF	
			91/92	BUDGET OVER 90/91 BUDGET
REVENUE				
FEES	325,665	478,500	574,200	20 1
TOTAL REVENUE	325,665	478,500	574,200	20
EXPENSES				
SALARIES	141,765	160,000	209,100	31 2
FUEL/OIL	100,254	138,000	163,900	19 3
REPAIRS/MAIN	93,369	120,000	133,500	11
MISC	917	5,500	6,100	11
TAXES/INSURANCE	23,494	55,000	61,600	12
TOTAL EXPENSES	359,799	478,500	574,200	20
NET SURPLUS/DEFICIT	(34,134)	0	0	0

- [1] Plan on increasing fees.
- [2] Due to educational allowance and salary increase.
- [3] Expected increase in fuel cost.

MISSIONWIDE SUPPORT PROJECT CAPITAL BUDGET

USED SPARE COMPUTER SYSTEM	50,000
ACCOUNTS OFFICE BACKUP COMPUTER	95,000
USED COMPUTER EQUIPMENT FOR HOUSING / LIBRARY	40,000
DISK BACKUP SYSTEM	75,000
DEEP CYCLE BATTERIES	50,000
3.5" DISK DRIVES	20,000
SOFTWARE	30,000
PRINTER SWITCHES	5,000
EXECUTIVE DIRECTOR'S SECRETARY COMPUTER UPGRADE	32,000 (1)
VIDEO PRODUCTION	50,000
	447,000

1. This is only needed if MSD does not release their old computer to the maintenance section. The rest of the purchase price will come from the MSP spare computer budget.

Planning and Evaluation  
Management Information Support  
PIE Data Entry

BUDGET 1991/92  
(draft)

INCOME	MIS	P&E	PIE Data	Total	Notes
Grants	562,000	120,000	146,000	828,000	
Sales / service	15,000	0	0	15,000	(1)
PCS	200,000	100,000	0	300,000	
	777,000	220,000	146,000	1,143,000	
EXPENDITURE					
Recurring					
Salary	132,000	0	57,000	189,000	
PCS	200,000	100,000	0	300,000	
Supplies and services	20,000	15,000	5,000	40,000	
Telecommunications	5,000	5,000	5,000	15,000	
Evaluation Software	30,000	15,000	0	45,000	
Maintenance and repairs	25,000	15,000	4,000	44,000	
Travel	10,000	15,000	0	25,000	
Miscellaneous	5,000	5,000	5,000	15,000	
	427,000	170,000	76,000	673,000	
CAPITAL					(2)
386 computer + UPS	175,000			175,000	
Networking software	70,000			70,000	
Network station	30,000			30,000	
Printers	25,000			25,000	
Furniture	50,000			50,000	(3)
Computer upgrade		25,000		25,000	(4)
Replacement Printer		25,000		25,000	
Baby-AT' computer			70,000	70,000	(5)
	350,000	50,000	70,000	470,000	
TOTAL Expenses	777,000	220,000	146,000	1,143,000	

Notes:

1. From nominal charge for Project visits (at Rs 300 / day).
2. Capital costs are high for the first year as the MIS section needs to be set up.
3. This does not include the cost of providing office space to the section, rising from any building work / rewiring needed.
4. \$ MB Ram and VGA color monitor and card.
5. This is to replace the existing, 6-year old, computer.

TRAINING AND DEVELOPMENT  
ANNUAL BUDGET 91/92

1. GIVEN THE PROGRAM OF:

- 1 Senior Management Program (using UMN staff resources)
- 2 Intermediate level Management Programs (using local consultants)
- 1 Trainer Training for New Trainers (using International and Local Consultant)
- 1 Refresher Trainer Training
- 1 Performance Review Training Program (using an International Consultant)

2. THE ESTIMATES ARE AS FOLLOWS:

	<u>Cost</u>
1. <u>By Program</u>	
1 Programs using International Consultant and Local Consultant Resource (Trainer T., Perf. Rev.)	860,000
2 Programs using Local Consultants (Int. Med. Lev. Man.)	840,000
1 Refresher TT using Local Consultant	47,000
1 Performance Review Training Program Contract Services (Nepali, for planning, monitoring, follow-up)	368,800
	162,000
	<b>Rs 2,275,800</b>

2. By Budget Item

Consultants fee	-	International	1,008,000
	-	Local	675,000
Accommodation			55,800
Travel			140,000
Supplies			33,500
Secretarial Assistance			51,000
Photocopying			54,500
Contingency			96,000
Contract Services (Nepali for planning, monitoring, follow-up)			162,000
			<b>Rs 2,275,800</b>

Note: 1 This budget represents about 30% of the current 90/91 TSP In-Service Budget.  
 2 This budget relies on the heavy use of external resources because of the current lack of UMN T & D Staff.

3. PERSONNEL (2 Positions)

- 1 x Manager Training and Development (expatriate)
- 1 x Training and Development Officer (Nepali Counterpart)
- (This is to be recruited on a contract basis in the second half of the financial year)

JUMLA UNITED MISSION PROJECT

Receipts	1991-95	1991-92
Grant	12,821,000	2,882,000
Misc. Income	4,000	1,000
PCS	<u>2,216,000</u>	<u>353,600</u>
	<u>15,041,000</u>	<u>3,236,600</u>
 Payments		
PCS	2,216,000	353,600
Salaries/Wages	901,000	206,000
Travel	230,000	50,000
Rent	22,000	5,000
Utilities	9,000	2,000
Office Supplies	27,000	6,000
Repair/Maint.	10,000	2,000
Nep. Staff Train.	860,000	200,000
Mat. Develop.	928,000	200,000
Community Extn.	69,000	15,000
Miscell.	18,000	4,000
Bldg. Guarantee	300,000*	300,000
Forestry	9,451,000	1,893,000
- Salaries/wages		1,173,000
- Administration		36,000
- Training/Travel		368,000
- Nursery/Extension work		239,000
- Equipment		77,000
 Total	<u>15,041,000</u>	<u>3,236,600</u>

\* Carried forward from previous programme budget at least in part.

ASO Budget

	Budget 90/91	Budget 91/92	% inc. (dec.)
Admin.	3,000	3,000	0%
Mailbag	20,000	20,000	0%
Rent	70,000	57,000	(19%)
Water Carrying	6,000	4,000	(33%)
Furniture	15,000	10,000	(33%)
House Repair/ Renovation	30,000	<u>30,000</u>	0%
	144,000	124,000	(14%)

UMN BUSINESS SCHOOL  
Budget 1991/92

RECURRING BUDGET

	Actuals for 89/90	Approved bgt 90/91	Budget 1991/92	1991-92Bgt Over 90/91Notes
<b>RECEIPTS</b>				
Sec/Computer/Other	62892	177000	162600	-8%
ESL	198976	262500	262500	0%
PCS	142400	151000	169200	12%
<b>Total:</b>	<b>404268</b>	<b>590500</b>	<b>594300</b>	<b>1%</b>
<b>EXPENDITURE</b>				
SEC/COMPUTER PROGRAMME:				
PCS	52200	60400	67600	12%
Salaries	152227	204600	235300	15%
Rent	30600	57800	63600	10%
Utilities	3825	12000	12000	0%
Printing/Stat. Adm.	9175	5900	10000	69% a.
Training Supplies	8537	8400	24300	189% b.
Advertising	-	-	7000	100% c.
Repairs/Maint. Equip.	16204	18800	26700	42% d.
Insurance	2833	4400	4900	11%
Postage	56	600	600	0%
Minor Equipments	7825	10800	12200	13%
Miscellaneous	2738	4300	4900	14%
<b>Total:</b>	<b>286220</b>	<b>388000</b>	<b>469100</b>	<b>21%</b>
ESL PROGRAM				
PCS	90200	90600	101600	12%
Salaries	92925	149500	171900	15%
Rent	30600	41400	45500	10%
Textbooks/Train. Sup.	72110	11800	37500	218% b.
Furn/Fix.Minor	9650	12700	14300	13%
Miscellaneous	1330	2300	2500	9%
<b>Total:</b>	<b>296815</b>	<b>308300</b>	<b>373300</b>	<b>21%</b>
<b>Total Deficit</b>	<b>-178767</b>	<b>-105800</b>	<b>-248100</b>	<b>134%</b>

F.T.E: N 6  
E 2.5

Notes: a. Based on actuals 1989/90.  
 b. New textbooks required for Sec. Sci. & ESL.  
 c. To advertise vacant posts and courses.  
 d. Regular computer maintenance amount added.

**CAPITAL ITEM BUDGET**

Computer printer 1 @Rs. 17,500.

LOP BUDGET 1991/92

Actuals	89/90	Approved 90 / 91	Budget 91 / 92	% diff.
<b>Income</b>				
LOP Fees	1,152,102	1,483,700	1,209,000	-18 <sup>1</sup>
Sales of mats.	5,171	5,000	6,000	+20 <sup>2</sup>
Project lang. fee	-	-	90,000	-
PCS	98,700	60,900	80,000	+33 <sup>3</sup>
Sale of Video	-	-	7,500	-
<b>Total Income</b>	<b>1,255,973</b>	<b>1,549,600</b>	<b>1,392,500</b>	<b>-10</b>
<hr/>				
<b>Expenditure</b>				
	Actuals 89/90	Approved 90/91	Budget 91/92	% diff.
P.C.S.	98,700	60,900	80,000	+31
Salaries	39,772	112,700	150,000	+33 <sup>4</sup>
Teaching services	1,052,754	1,281,000	801,500	-37 <sup>5</sup>
Production of Mats.	57,922	40,000	80,000	+100 <sup>6</sup>
Reference materials	8,221	10,000	20,000	+100 <sup>7</sup>
Travel	-	2,000	16,000	+700 <sup>8</sup>
Office Supplies	7,605	15,000	30,000	+100 <sup>9</sup>
Miscellaneous	194	8,000	8,000	-
Training	-	-	60,000	-10
Consulting Services	-	-	50,000	-11
Project expenditure	-	-	45,000	-12
Orientation Expenses	28,956	20,000	52,000	+160 <sup>10</sup>
	<b>1,294,124</b>	<b>1,549,600</b>	<b>1,392,500</b>	<b>-10</b>
<hr/>				

1. Based on 30 learners. @ US\$1300
2. Increased production of materials
3. Level 9 x18
4. Two posts / increased responsibility
5. Less learners/decreased cost due to new teaching contracts
6. New skill manual, LIS revisions, photo copy, printing.
7. New materials related to training of learners
8. Visit learners in dispersed locations
9. Increased expenses for new course development
10. Staff training for new methodologies
11. Training consultant, skill manual production expertise
12. Project expense in this budget for first time.
13. Production of pre-LOP video - 10 minutes Rs.30,000.

NFE SUPPORT PROGRAMME

Recurring Budget for 1991 - 1992

<u>INCOME</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>% INCREASE</u>
	<u>1989/90</u>	<u>1990/91</u>	<u>1991/92</u>	
Sales	40,000	60,000	100,000	+ 67%*
P.C.S.	91,400	97,300	91,500	- 06%
<b>Total</b>	<b>131,400</b>	<b>157,300</b>	<b>191,500</b>	<b>+ 22%</b>
<u>EXPENDITURE</u>				
P.C.S.	91,400	97,300	91,500	- 06%
Salaries	100,200	178,600	137,000	- 23%
Travel	20,000	40,000	25,000	- 38%**
Materials	90,000	110,000	126,000	+ 15%
Seminars	12,000	15,000	17,000	+ 13%
Repairs & Minor Equipment	--	4,000	10,000	+150%*ok*
Supplies	--	6,000	7,000	+ 17%
<b>Total</b>	<b>313,600</b>	<b>450,900</b>	<b>413,500</b>	<b>- 09%</b>
<b>Deficit</b>	<b>182,200</b>	<b>293,600</b>	<b>222,000</b>	<b>+ 1%</b>

NFE CAPITAL BUDGET

Office renovation - 20,000 (90/91 unspent budget of 19,000)

NOTE: 1 = 2 full-time Nepali staff + 1 half-time secretary

\* The sales of materials last year was very satisfactory. Therefore, it is expected that sales will increase by 67% next year.

\*\* The travel budget for coming year has been reduced by 38%. Last year's travel budget was to cover Jajarkot travel expenses.

\*ok NFE materials need to be displayed well. For this shelves and display boards need to be properly fixed.

POST-BASIC LITERATURE PRODUCTION (Phase one)

INCOME	Nov. 90 - July 91	July 91 - July 92
Grants	50,000	578,700
Sale of books	-	200,000
PCS	<u>50,000</u>	<u>91,500</u>
		870,200
 EXPENDITURE		
PCS	-	91,500
Ph'cop y for trials	70,500	70,500
Field expenses	10,000	10,000
Film & Printing	<u>80,500</u>	<u>578,700</u>
		750, 700
Surplus (Deficit)	(30,500)	119,500

NB 1. Surplus will be used to fund in-country expenses in future years.  
 2. There are some hidden expenses covered by NFE Support Office services.

**JAJARKOT NFE PROJECT  
PROGRAMME BUDGET**  
**Initial Phase (January 1991 - July 1994)**  
**(UMN Internal, including PCS)**

	Jan 91-July 94	Jan 91-July 91 (6 months)	July 91-July 92
<b>INCOME</b>			
Grants	4,680,000	335,000	896,000
PCS	2,668,000	149,000	625,000
<b>Total</b>	<b>7,348,000</b>	<b>484,000</b>	<b>1,521,000</b>
<b>EXPENDITURE</b>			
PCS	2,668,000	149,000	625,000
Salary/stipend	3,126,000	200,000	640,000
Training	59,000	6,000	10,000
Travel	225,000	25,000	60,000
Rent	40,000	4,000	10,000
Office Supplies	120,000	15,000	30,000
Supplies for NFE classes	30,000		3,000
Literacy Materials	150,000		10,000
Transportation	115,000	5,000	20,000
Community activities	150,000		-
Miscellaneous	42,000	5,000	10,000
Contingency	375,000	25,000	75,000
	7,100,000	434,000	1,493,000
<b>CAPITAL</b>			
	248,000	50,000 (1)	28,000 (2)
<b>Total expenditure</b>	<b>7,348,000</b>	<b>484,000</b>	<b>1,521,000</b>

Nepali 15  
Expatriate 3

**Notes:**

1. Office furniture and equipment
2. Furniture, blackboards, lanterns

JAJARKOT NFE PROJECT  
ASO BUDGET 1991-1992

INCOME

July 91-92

Grants	76,000
--------	--------

EXPENDITURE

Rent	26,000
Mailbag	10,000
Furniture	30,000
Maintenance	10,000
	76,000

No. of personnel      5 Adults  
                            3 Children

TRAINING AND SCHOLARSHIP PROGRAM

Budget for the year July 16, 1991 to July 16, 1992

	1989/90 Actual	1990/91 Budget	1991/92 Budget	% Change from 90/91	Notes
<b>INCOME</b>					
Grant-School Level	2,142,691	3,100,000	3,300,000	+06%	
Grant-Other	4,137,351	9,312,000	8,908,000	-04%	
UMN Project Cont's	1,808,189	1,850,000	3,982,000	+115%	1.
Misc Income	1,561	2,000	2,000	0%	
PCS	110,721	83,000	20,000	-76%	2.
<b>TOTAL INCOME</b>	<b>8,200,513</b>	<b>14,347,000</b>	<b>16,210,000</b>	<b>+14%</b>	
<b>EXPENDITURE</b>					
Recurring:					
School Level	2,775,777	3,100,00	3,300,000	+06%	
General	585,875	940,000	1,100,000	+17%	3.
In-Service	3,025,599	8,600,000	10,600,000	+24%	4.
Advanced	982,776	1,000,000	360,000	-84%	5.
Salaries	296,600	370,000	510,000	+38%	6.
Rent	87,000	115,000	120,000	+04%	
Office Supplies	38,260	40,000	40,000	0%	
Library	25,584	40,000	45,000	+13%	
Minor Capital	14,656	17,000	19,000	+12%	
Travel	16,580	10,000	40,000	+300%	7.
Telecommunication	10,612	4,000	12,000	+200%	8.
Utilities	7,992	10,000	9,000	-10%	
Repairs and Maint	6,172	7,000	12,000	+71%	9.
Miscellaneous	6,918	9,000	8,000	-11%	
Bank Charges	-0-	2,000	-0-	-100%	10.
PCS	110,721	83,000	20,000	-76%	2.
<b>Subtotal</b>	<b>7,991,122</b>	<b>14,347,000</b>	<b>16,195,000</b>	<b>+14%</b>	
Capital:					
Office Furniture	3,211	-0-	5,000	--	11.
Office Equipment	11,574	-0-	10,000	--	12.
Computer System	90,100	-0-	-0-	--	
<b>Subtotal</b>	<b>104,885</b>	<b>-0-</b>	<b>15,0000</b>	<b>--</b>	
<b>TOTAL EXPENDITURE</b>	<b>8,096,007</b>	<b>14,347,000</b>	<b>16,210,000</b>	<b>+14%</b>	

FTE: BA=.25 N=8.75

NOTES

1. More UMN projects have a training component within their own budget to help cover expenses of their staff sent to TSP for in-service training.
2. The TSP post of business manager is being Nepalized.
3. General scholarship students are receiving larger stipends are greater.
4. More UMN-related staff are being granted scholarships.
5. No new scholarships of this type are expected to be granted and 2 of 3 existing scholarship students are expected to graduate within the year.
6. Due to Nepalization of bus mgr post and a new post for a night watchman.
7. For sourcing new institutes and a greater number of field visits.

8. 90/91 budget is underestimated. Actual expenses reflect an increased volume of international telecommunication and TSP is now paying for local phone service, whereas previously UMN HQ was paying this for TSP.
9. Due to service contract on computer.
10. Bank charges for 91/92 are to be included in miscellaneous expense.
11. This is for a display cabinet in the library.
12. This is for a voltage stabilizer for the photocopier.

**In-Service Scholarship Basis for 91/92 Budget**

Project	Amt appropriated for exist s'ships	Amt projected for new requests	Total
CDHP	374,000	830,000	1,204,000
PCHP	438,000	105,000	543,000
GCHP	32,000	825,000	857,000
NC	95,000	725,000	820,000
OH	38,000	60,000	98,000
APH	116,000	140,000	256,000
TH	569,000	325,000	894,000
PH	767,000	1,100,000	1,867,000
-----	-----	-----	-----
HEALTH	2,429,000	4,110,000	6,539,000
-----	-----	-----	-----
DCS	324,000	100,000	424,000
NHE	240,000	0	240,000
HH	1,175,000	0	1,175,000
AKP	34,000	0	34,000
BPF	235,000	0	235,000
-----	-----	-----	-----
EID	2,008,000	100,000	2,108,000
-----	-----	-----	-----
TSP	39,000	0	39,000
JUM	48,000	35,000	83,000
KTS	10,000	165,000	175,000
GBS	10,000	490,000	500,000
LOP	0	250,000	250,000
-----	-----	-----	-----
ED	107,000	940,000	1,047,000
-----	-----	-----	-----
RDC	643,000	20,000	663,000
SUR	118,000	55,000	173,000
ORD	0	20,000	20,000
-----	-----	-----	-----
RD	761,000	95,000	856,000
-----	-----	-----	-----
MSP	0	50,000	50,000
-----	-----	-----	-----
<b>TOTALS</b>	<b>5,305,000</b>	<b>5,295,000</b>	<b>10,600,000</b>

22 overseas students will cost Rs 6,025,000  
158 subcontinent students will cost Rs 4,575,000

## DEVELOPMENT COMMUNICATION PRODUCTIONS

## CAPITAL BUDGET FY1991/92

Items listed are in order of priority to build the "in-house" capacity of DCP as a graphic arts and AV production center. Over crowding at the present location warrants building and remodeling.

## A. Graphics Section

1. Melamine Drawing Boards	\$ 2,000
AO size with parallel motion x 1	
A1 size with parallel motion x 1	
2. Process Camera	\$ 24,000
(photo-mechanical transfer PMT)	
Dot Screens in 3 sizes	
Random dot screen	
Developing tray	
Developer, paper (bromide and film)	
3. Platemakers	\$ 5,500
Metal platemaker x 1	
Paper platemaker x 1	
4. Waxing machine	\$ 1,000
with extra wax tubes	
5. Cutting mats	\$ 200
SRA2 size x 2	
	TOTALS
	\$ 32,700

## B. AV Section and other items

1. Wireless microphone set	\$ 300
2. Mic windscreen & boom	\$ 300
3. Directional Microphone	\$ 700
4. Battery belt & charger	\$ 400
5. AT Computer, screen & 24pin printer	\$ 2,500
6. Oscilloscope (for equipment maintenance)	\$ 2,000
7. 5KW Generator (power supply backup)	\$ 2,500
8. Connectors & cables for audio studio	\$ 2,000
9. Professional Cassette deck (audio)	\$ 1,200
10. Computer software	\$ 1,000
11. Motorcycle (or Scooter) x 1	\$ 1,300
12. JVC X1TC S-VHS/C camera x 1	\$ 10,000
13. Time Code Reader	\$ 525
14. Professional Tripod	\$ <u>2,000</u>
	TOTAL
	<u>\$ 26,725</u>

C. Building Extension & Remodeling \$ 8,000

GRAND TOTAL \$ 67,425

UNN Share = @ Rs 35/\$ divided by 2 = Rs 1,180,000

(amounts in Rs. '000)

DEVELOPMENT AND CONSULTING SERVICES  
PROPOSED  
SUMMARY BUDGET 1991/92 (2048/49)

February 1991  
III

Total Actuals 1989/90	Total Budget 1990/91	Details	Total Budget 1991/92	1991/92 Inc. (decr) over 1990/91	ADM Budget 1991/92	PCF Budget 1991/92	DO Budget 1991/92	STMP Budget 1991/92	R&P Budget 1991/92	EDW Budget 1991/92	BTP Budget 1991/92	ATP Budget 1991/92	HTP Budget 1991/92	CTSS Budget 1991/92	PAT Budget 1991/92	
<b>INCOME:</b>																
6,961.644	11,550.00	Sales/fees	12,346.00	7	1.00	24.00	3,067.00	7,210.00	176.00	198.00	1,400.00	8.00		262.00		
502.715	572.00	Adm.& Rent Charges	696.00	22	570.00		25.00							61.00	40.00	
395.038	870.00	Consultancy & Service	820.00	(6)	10.00	36.00	622.00		24.00			60.00	40.00	28.00		
72.628	90.00	Photocopy Income	90.00	0	90.00											
35.660	36.00	Survey Charges	40.00	11					40.00							
121.854	213.00	Vehicle Income	350.00	64	320.00				12.00		18.00					
1,273.570	1,800.00	Grant	2,497.80	39				114.00	200.00	610.80	865.00	292.00	52.00	168.00	196.00	
555.800	529.00	PCS	1,098.00	108	156.00			132.00	120.00	66.00	318.00	33.00		165.00	108.00	
133.593	38.00	Miscellaneous	73.00	92	20.00	3.00		5.00	38.00			2.00		5.00		
<b>10,052.511</b>	<b>15,698.00</b>		<b>18,011.60</b>		<b>15</b>	<b>1,167.00</b>	<b>63.00</b>	<b>3,965.00</b>	<b>7,644.00</b>	<b>852.00</b>	<b>1,399.00</b>	<b>1,787.00</b>	<b>60.00</b>	<b>378.00</b>	<b>351.00</b>	<b>344.00</b>
<b>EXPENDITURE:</b>																
5,582.752	10,239.00	Production/Cost of Sal	10,603.00	4	1.00	20.00	3,850.00	5,960.00	160.00	180.00	1,232.00					
140.544	240.00	Development Cost	390.00	62			50.00	5.00	80.00	155.00	30.00		38.00		30.00	
42.945	55.00	Survey/Guarantee/Ins.	57.00	4	10.00			35.00	10.00					2.00		
114.603	49.00	Repair & Maint.	77.00	45	16.00	1.00	3.00	8.00	3.00	7.00	5.00	1.00	2.00	25.00		
49.800	65.00	Utilities/Power	77.00	18	60.00			7.00		10.00						
1,409.414	2,430.00	Salaries	3,117.00	25	280.00	27.00	470.00	850.00	308.00	485.00	263.00	30.00	122.00	185.00	97.00	
555.800	529.00	PCS	1,098.00	188	156.00		132.00	120.00	66.00	318.00	33.00		165.00		108.00	
18.933	25.00	Staff Benefits	25.00	0	25.00											
27.924	28.00	BTL Trainees	26.60	(5)			7.00	4.00	4.00	10.00						
49.264	52.00	Office Supplies	67.00	29	22.00	2.00	7.00	12.00	3.00	4.00	3.00	2.00	2.00	5.00	5.00	
358.778	452.00	Travel & Allowances	517.00	14	10.00	5.00	40.00	310.00	9.00	20.00	80.00	2.00	10.00	1.00	30.00	
136.688	75.00	Staff Training	226.00	201	10.00		40.00	45.00	48.00	78.00	8.00		8.00	5.00		
330.376	413.00	DCS Adm. & Rent	444.00	8			81.00	150.00	48.00	40.00	48.00	7.00	26.00	28.00	24.00	
	31.00	Photocopy/Secr./Copy.	35.00	13	6.00		4.00	6.00	5.00	4.00	4.00	2.00	2.00	1.00		
118.483	126.00	Postage/Phone/Bank	150.00	19	115.00	3.00	3.00	12.00	3.00	3.00	4.00	1.00	3.00	1.00	2.00	
30.435	40.00	Sb. Tools/Minor Capital	63.00	58	1.00		2.00	30.00	4.00	8.00	6.00	1.00	6.00		5.00	
55.660	100.00	Adv./Exhibition/Folder	82.00	(24)	10.00		5.00	15.00	11.00	11.00	11.00	3.00	1.00	5.00		
8.341	10.00	Board Expenses	10.00	0	10.00											
2.646	11.00	Audit Fee & Expenses	12.00	9	12.00											
2.250	1.00	Liaison	1.00	0	1.00											
89.560	120.00	Vehicle Expenses	205.00	71	180.00			10.00		15.00						
8.812	25.00	Library/Books/Software	34.00	36	12.00				5.00	5.00		2.00		10.00		
120.540	93.00	Supplies	117.00	26	60.00		23.00					4.00		20.00	10.00	
246.730	335.00	Depreciation	405.00	21	160.00	2.00	45.00	35.00	42.00	50.00	16.00	3.00	52.00			
33.429	55.00	Training Program	80.00	60				10.00	10.00		43.00		10.00	15.00		
60.252	40.00	Machinery/Equipment	35.00	(12)			0.00	0.00	35.00							
84.778	51.00	Miscellaneous	56.00	10	10.00	3.00	3.00	20.00	4.00	3.00	1.00	2.00	1.00	1.00	0.00	
<b>9,671.755</b>	<b>15,698.00</b>		<b>18,011.60</b>		<b>15</b>	<b>1,167.00</b>	<b>63.00</b>	<b>3,965.00</b>	<b>7,644.00</b>	<b>852.00</b>	<b>1,399.00</b>	<b>1,787.00</b>	<b>60.00</b>	<b>378.00</b>	<b>351.00</b>	<b>344.00</b>

DEVELOPMENT AND CONSULTING SERVICES  
Butwal - Nepal

Capital Budget for 1991/92 (2048/49)

ADM New	PC XT Computer, Accounting	60,000
	Epson 9 pin Printer	30,000
	Power Supply	5,000
	Computer Desk	10,000
	Telephone system	100,000
		205,000
CTSS New	3 pcs Computer Desk	15,000
	Pointing device	3,000
	Evaporative Cooler	10,000
	DATA Switch	3,000
	AT Computer with 1.2MB FD and 20MB hard disk	80,000
		111,000
STMP New	Pipe Welding Jig	14,000
	Megher	7,000
	2 pcs Clamp Meter	8,000
	3 pcs Multimeter	10,500
	Abney Hand Level	4,000
	2 pcs Compass	3,000
	programmable Calculator	4,000
	100 Meter measuring Tape	4,000
	Portable hand grinder	3,000
Rep1	Motorcycle 125cc	40,000
		97,500
DO New	Bicycle	3,000
RTP New	Bench Grinder and drill	10,000
MTP New	Test Equipment	20,000
Total:	funded by grant	349,000
	funded by Depreciation	97,500
		446,500
		=====

## UMN'S &amp; BPF'S FORESTRY PROGRAMME

## SUMMARY

BUDGET 1990/91-1992/93

	TOTAL Rs.	1990/91 Rs.	1991/92 Rs.	1992/93 Rs.
<b>A) INCOME:</b>				
Seedlings	40,000	5,000	15,000	20,000
Poplars	1,808,000	198,000	350,000	1,260,000
Intercropping	925,000	325,000	300,000	300,000
Consultancy	55,000	0	20,000	35,000
Miscellaneous	77,000	10,000	32,000	35,000
PCS	319,470	92,000	105,800	121,670
BPF Financing	1,500,000	500,000	500,000	500,000
UMN Loan	8,453,816	3,950,900	2,571,530	1,931,386
<b>TOTAL INCOME:</b>	<b>13,178,286</b>	<b>5,080,900</b>	<b>3,894,330</b>	<b>4,203,056</b>
<b>B) EXPENSES</b>				
# Lease Forest, Jogikuti				
General	870,938	317,300	263,385	290,253
Plantation	1,626,258	698,000	447,050	481,208
	<b>2,497,195</b>	<b>1,015,300</b>	<b>710,435</b>	<b>771,460</b>
# Lease Forest, Madrani				
General	1,221,079	449,900	361,460	409,719
Nursery set up	227,000	227,000	0	0
Nurs.operation	549,158	177,000	247,050	125,108
Plantation	2,227,850	1,180,000	485,000	562,850
	<b>4,225,086</b>	<b>2,033,900</b>	<b>1,093,510</b>	<b>1,097,676</b>
# Farm Forestry				
General	3,731,912	1,378,700	1,060,635	1,292,577
Jogikuti				
Nurs.operation	993,203	297,000	323,350	372,853
Khudda Bagar				
Nursery Set up	160,000	160,000	0	0
Nurs.operation	821,545	196,000	291,300	334,245
Parasi				
Nursery Set up	192,000	0	192,000	0
Nurs.operation	557,345	0	223,100	334,245
	<b>6,456,005</b>	<b>2,031,700</b>	<b>2,090,385</b>	<b>2,333,920</b>
<b>TOTAL EXPENSES:</b>	<b>13,178,286</b>	<b>5,080,900</b>	<b>3,894,330</b>	<b>4,203,056</b>
<b>NET EXPENSES:</b>	<b>9,953,816</b>	<b>4,450,900</b>	<b>3,071,530</b>	<b>2,431,386</b>

Butwal Project  
Team Leader  
Budget 1991/92

	Actuals 1989/90	Budget 1990/91	Budget 1991/92	% incr.(Decr.) Over 1990/91 Budget
<b>Income</b>				
PCS	16,000	18,400	18,400	0%
	<hr/>	<hr/>	<hr/>	
	16,000	18,400	18,400	0%
<b>Expenditure</b>				
PCS	16,000	18,400	18,400	0%
Travel and Allowance	3,737	5,200	5,200	0%
Office Supplies	2,685	5,200	5,200	0%
Miscellaneous	2,890	800	800	0%
	<hr/>	<hr/>	<hr/>	
	25,312	29,600	29,600	0%
Deficit	(9,312)	(11,200)	(11,200)	0%
	<hr/>	<hr/>	<hr/>	

**BTI/DCS Training Subsidy**

	Approved Budget 1989/90	Budget 1990/91	Budget 1991/92
<b>INCOME</b>			
NORAD/NHAM	0	600,000	600,000
UMN	400,000	0	0
<b>EXPENDITURE</b>			
General Subsidy	400,000	600,000	600,000

Butwal Project  
Guest House  
Budget 1991/92

	Actuals 1989/90	Budget 1990/91	Budget 1991/92	% incr. (decr.) Over 1990/91 Budget
<b>Income</b>				
Room Service	95,850	99,500	113,000	14%
Food Service	127,600	185,500	223,000	20%
PCS 1/2 FTE	38,000	40,000	30,000	-25%
Miscellaneous	970		1,000	
	<hr/>	<hr/>	<hr/>	
	262,420	325,000	367,000	13%
<b>Expenditure</b>				
DCS Administration	12,130	13,500	15,000	11%
Salaries	75,070	105,000	121,000	15%
Maintenance	21,910	14,500	20,000	38%
Utilities	21,630	26,000	30,000	15%
Food Purchase	89,050	115,000	138,000	20%
Minor Capital	6,390	9,000	11,000	22%
PCS 1/2 FTE	38,000	40,000	30,000	-25%
Miscellaneous	3,510	2,000	2,000	0%
	<hr/>	<hr/>	<hr/>	
	267,690	325,000	367,000	13%

Note: PCS 1990/91 FOR 1 fte

DRAFT  
DAGU 1800/91  
E AUGUST 1991

Butwal Project  
Area Service Office  
Budget 1991/92

	Actuals 1989/90	Budget 1990/91	Budget 1991/92	% incr.(decr.) Over 1990/91 Budget
<b>INCOME</b>				
PCS	0	28,500	88,000	209%
	0	28,500	88,000	209%
<b>EXPENDITURE</b>				
DCS Administration	47,626	42,000	48,000	14%
Office Supplies	118	550	3,000	445%
Maint. Off Compound	25,279	25,000	25,000	0%
Maint. on Compound	31,466	50,000	50,000	0%
Repair furn. & equipment	17,042	13,200	12,000	-9%
Minor Capital	2,530	20,000	20,000	0%
PCS 2/3 FTE		28,500	88,000	209%
Travel and Allowance			4,000	
Compound Security	40,141	50,000	56,000	12%
Misc. Services	4,583	7,500	8,000	7%
House Rent	202,321	207,200	220,000	6%
Renovation (new houses)		30,000	30,000	0%
Maintenance/Installation of air conditioners	341	12,000	15,000	25%
	371,447	485,950	579,000	19%

**Capital**

Construction of long term store and racks 60000 Rs.

(amounts in Rs)

**Housing Allowance Budget:**

Single (per month)	800,000	960,000	1,150,000	20%
Couple	1,100,000	1,320,000	1,550,000	17%
Couple w/ 1 Child	1,400,000	1,680,000	2,000,000	19%
Couple w/ Children	1,650,000	2,100,000	2,400,000	14%
Number of adults serve	26,000	22,000	20,000	
Number of children svd	21,000	20,000	12,000	

Note: Changes regarding BTI/ITID property may alter some of the above figures. esp. Maint on compound, house rent, compound security  
Overall budget will be similar.

ANDHIKHLA PROJECT  
Irrigation

Income	Actual 1989/90	Approved Budget 1990/91	Budget 1991/92	1991/92 B %incr. (D over 1991 Approved
Grant	592,308	9,215,600	6,207,000	
PCS	144,990	234,200	94,000	
	737,298	9,449,800	6,301,000	14%
<b>Expenditures</b>				
Capital cost	1,595,980	5,608,400	3,628,000	
PCS 2	144,990	234,200	94,000	
Maintenance-2	-	752,600	753,000	
AKWUA Support & Gen Admin-1	58,771	470,400	528,000	
Training - 2	-	-	10,000	
Ag. Extension - 2	-	-	50,000	
Video Production - 2	-	-	72,000	
Purchase of Land - 3	52,906	603,400	300,000	
Work Loan - 3	660	206,000	89,000	
Contingencies - 2	-	1,574,800	697,000	
	1,853,307	9,449,800	6,221,000	14%
<b>Capital</b>				
Motorcycle			80,000	
	1,853,307	9,449,800	6,301,000	

Notes:

- Given as part loan, part grant
- Given as UMN grant
- Given as loan

Breakdown of Capital Cost

Const. Material 1	-	-	2,500,000
Lift Irrigation 2	-	-	100,000
Travel - 2	-	-	10,000
Consultancy - 2	-	-	400,000
Miscellaneous - 2	-	-	2,000
Salary - 2	-	-	616,000

Expatriate  
Nepali 26 (23 temporary)

ANDHIKOLA PROJECT  
Resource Conservation Programme

Income	Actual 1989/90	Approved Budget 1990/91	Budget 1991/92	1991/92 Budget	
				%incr. (Decr.) over 1991/92	Approved Budget
Grant	250,000	467,000	567,000		
PCS	84,818	-	-		10%
	334,818	467,000	567,000		
<b>Expenditures</b>					
Travel	29,451	15,000	17,000		
Training	14,772	15,000	18,000		
FALC	116,245	80,000	130,000	1	31%
Extension Materials	15,656	15,000	15,000		
Liaison	8,816	4,000	4,000		
Salaries	204,537	280,000	310,000		
Miscellaneous	2,549	2,000	2,000		
Nurseries	34,661	15,000	16,000		
Seed Seedbags	17,096	18,000	20,000		
Chulas	18,230	23,000	35,000	2	29%
PCS	84,818	-	-		
	-	-	-		
	546,831	467,000	567,000		10%

Nepali : 7

1. (FALC) Increased follow-up classes and facilitator stipend.
2. (Chulas) increased cost from supplier.

ANDHIKOLA PROJECT  
Drinking Water & Sanitation

	Actual 1989/90	Approved Budget 1990/91	Budget 1991/92	1991/92 Budget %incr. (Decr.) over 1991/92	Approved Budget
<b>Income</b>					
Grant	710,500	1,010,000	1,086,000		
	710,500	1,010,000	1,086,000		70%
<b>Expenditures</b>					
Travel	8,043	7,000	8,000		
Training	8,602	7,000	7,000		
Salaries	207,688	255,000	290,000		
Village Sanitation	56,415	30,000	20,000		
Miscellaneous	817	3,000	3,000		
Research and Dev.	12,255	8,000	8,000		
Water System Evaluation	220,782	700,000	600,000	1	100%
	514,602	1,010,000	1,086,000		70%

Nepali staff: 7

1. Increased price of Indian pipe, and expenses of lift system trial.
2. Evaluation of this programme planned for 91/92.

ANDHIKOLA PROJECT  
Area Services

	Actual 1989/90	Approved Budget 1990/91	Budget 1991/92	1991/92 Budget %incr. (Decr.) over 1990/91 Budget
<b>Income</b>				
Sale of Furniture	9,354	-	-	
PCS	14,962	18,000	9,000	(50)%
	24,316	18,000	9,000	(50)%
<b>Expenditures</b>				
Mail Services	15,491	16,000	13,000	(19)%
Rental	39,774	20,000	14,000	(30)%
Renovation	5,089	5,000	-	(100)%
Maintenance	1,639	10,000	5,000	(50)%
Water Carrying	8,150	6,000	1,000	(83)%
Miscellaneous	516	2,000	2,000	0 %
PCS	14,962	18,000	9,000	(50)%
	85,621	77,000	44,000	(43)%
<b>Deficit</b>	-61305	-59000	-35000	(41)

6 adults 1 child (decrease from 9 ad. 8 ch. in 90/91)

ANDHIKOLA PROJECT  
Administration

Income	Actual 1989/90	Approved Budget 1990/91	Budget 1991/92	1991/92 Budget	
				%incr. (Decr.)	over 1991/92 Approved Budget
Grants	245,225	225,000	248,000		20%
PCS	147,263	102,000	117,000		
	392,488	327,000	365,000		
Expenditures					
Travel/Meetings	10,817	9,000	10,000		
Training	3,970	8,000	9,000		
Salaries	110,962	150,000	165,000		
Office Rent/Maintenance	35,099	31,000	31,000		
Office Supply	12,116	10,000	10,000		
Mail Services	4,830	8,000	13,000	1	30%
Miscellaneous	4,248	4,000	5,000		20%
Local community Dev. Subsid	5,308	5,000	5,000		
UMN PCS	147,263	102,000	117,000		
Capital					
Furniture	3,800	-	-		
	3,843	-	-		
	342,256	327,000	365,000		12%

Expatriate 1.25  
Nepali - 5

1. Mail services costs no longer shared by companies.

## BUTWAL POWER COMPANY PVT. LTD.

## Jhimruk Hydro Electric and rural Electrification Project

## Budget Estimate for 1991/92

	Actuals as Per 14.1.92 *)	Estimated Actuals 15.7.91 **)	Budget for 1991/92 *ok)
<b>RECEIPTS:</b>			
From NORAD-UMN	180,760,000	232,347,000	206,349,000
From HMG 1)	3,617,000	6,093,000	9,250,000
UMN Personnel (120,000/man year)	1,200,000	2,400,000	1,080,000
<b>Total</b>	<b>185,577,000</b>	<b>240,840,000</b>	<b>216,679,000</b>
<b>EXPENDITURE</b>			
Support services 2)	19,289,000	26,872,000	2,538,000
Civil works 3)	61,678,000	98,073,000	59,702,000
Electro-mechanical works 4)	47,862,000	86,073,000	58,319,000
Transmission lines 132 KV	999,000	5,126,000	9,286,000
Rural lines 33 KV	23,443,000	30,500	11,354,000
Engineering and management 5)	18,236,000	23,488	23,214,000
Contingencies	0	0	9,467,000
	<b>171,507,000</b>	<b>216,197,988</b>	<b>173,880,000</b>
Total NORAD-UMN financed	171,507,000	270,096,000	173,910,000
HMG financed (land, tax etc)	3,617,000	6,093,000	9,250,000
<b>Grand Total</b>	<b>175,124,000</b>	<b>276,189,000</b>	<b>183,160,000</b>

\*) Actual average rate of exchange up to 14.1.1991:

USD 1.- = NRS. 28.99 = NOK 6.39

\*\*) Actuals at 14.1.91 plus estimated spending up to 15.7.91 at present rates of exchange: USD 1. - = NRS 32.50 = NOK 6.30.

\*\*\*) Estimated spending during FY 91/92 at present rate of exchange.

## Notes:

- 1) HMGN's Contribution covers mainly land acquisition and taxes.
- 2) Support services means living quarters, workshops and stores, offices access road and bridge, etc.
- 3) Contract for civil works has not yet been finalized.
- 4) Most of the electro-mechanical contracts have been fixed.
- 5) Engineering and Management charges have been set in the agreement with NORAD at 12% of total costs: 4% for services overseas, 6% for BPC's services and 2% for possible use of outside consultants.

This budget has been prepared on the request of UMN for information.

Jhimruk Project General Service Office

1. Description

The GSO serves the expatriates assigned to the project site by providing pastoral care and administrative support.

Budget 1991/92

Income	Actual 1989/90	Approved Budget 1990/91	Budget 1991/92	1991/92 Budget %incr. (Decr.) over 1990/91 Budget
PCS	7,500	73,700	84,800	15%
<b>Expenditure</b>				
Rent	0	58,000	65,000	12%
Salaries	0	20,200	-	-100%
PCS	7,500	73,700	84,800	15%
Mail Service	0	21,000	21,000	0%
Travel & Allowance	0	8,000	5,000	-38%
Office Supplies	0	8,000	3,000	-63%
Maintenance		11,000	11,000	0%
Contingencies	50	5,000	8,000	60%
Recuration	0	5,000	5,000	0%
Minor Capital	0		10,000	100%
	7,550	209,900	212,800	
<b>Capital Items</b>				
Furniture	194,300	45,000	-	
Typewriter		10,000	-	
Fridge		25,000	-	
	194,300	80,000	0	
(Deficit)	(194,350)	(216,200)	(128,000)	

18 adults and 13 children served

1. No office Staff will be employed
2. Travel less than anticipated
3. Supply purchases less than anticipated
4. Unanticipated expenses expected to be higher
5. Some furniture items will be needed.

PALPA PROJECT  
UNITED MISSION HOSPITAL  
Budget for the year 16-7-1991/15-7-1992

	Approved		1991/92 Budg.
	Actuals	Budget	% Incr (Decr)
	1989/90	1990/91	Over 1990/91
	2046/47	2047/48	Budget 047/48
<b>INCOME</b>			
Patient Charges	9,760,475	13,002,000	16,599,000
Other	323,587	439,000	377,000
	<hr/>	<hr/>	<hr/>
	10,084,062	13,441,000	16,976,000
	<hr/>	<hr/>	<hr/>
<b>EXPENDITURE</b>			
Patient Care	4,588,436	6,394,000	8,939,900
OR/CSSD	2,630,852	2,202,400	3,035,000
Radiology	735,847	905,400	799,400
Ultrasound	0	0	180,400
Laboratory	539,547	632,900	697,700
Pharmacy	4,173,384	5,137,100	5,470,800
TB/Leprosy	154,639	256,600	213,900
Physiotherapy	110,961	123,500	145,800
Dental	300,377	338,100	472,000
Social Service	195,207	301,100	310,700
Hosp. Serv	969,212	914,700	1,198,100
Canteen	216,716	484,500	477,300
Maintenance	335,688	258,000	395,000
Utilities	347,700	333,000	395,000
Security	366,546	313,600	423,800
Adm, inistration	1,060,102	1,547,800	1,982,200
Linen/Bedding	44,600	60,000	65,000
Inserv. Training	14,860	25,000	40,000
Library	8,522	6,000	6,000
Medical Ins.	89,819	100,000	175,000
Minor Capital	10,324	20,000	298,300
	<hr/>	<hr/>	<hr/>
<b>TOTAL</b>	<b>16,893,339</b>	<b>20,353,700</b>	<b>25,721,300</b>
	<hr/>	<hr/>	<hr/>
Free Care	(6,809,277)	(6,912,700)	(8,745,300)
PCS	1,429,424	1,873,200	1,930,900
	<hr/>	<hr/>	<hr/>
	(5,379,853)	(5,039,500)	(6,814,400)
	<hr/>	<hr/>	<hr/>
% UMN Subsidy	40	34	34

UMN Appointee FTE : 17.5  
UMN Employee FTE : 297.0

NOTES:

Gratuity includes in salary Rs.704609.00

Income is based on:

- increase in pt.care fees 25% from 1st of Shrawan 2048.
- increase in delivery fees 50% in 1st of Baisakh 2048 and 50% again in 1st of Magh
- OPD charge increase to Rs.5 from Rs.4 and Rs.4 from Rs.3 from 1st of Shrawan 2048.
- Emergency fees increase from Rs.45 to Rs.50 from 1st of Shrawan 2048
- OR procedure 50% increase from 1st Baisakh 2048 & 50% again from 1st of Magh 2048
- Radiology & Laboratory fees increase by 25% from 1st of Shrawan 2048.
- Physio, fees 20% increase from 1st of Shrawan 2048.
- Dental fees 25% increase from 1st of Shrawan 2048.
- Ultrasound fees increase by 33% from 1st of Shrawan 2048.
- General Appointment Clinic's patient will be charged more than normal rate.(to be decided)

Increases in expenditure side are due to:

- inflation 15% over salaries (including increments) and expenses.
- increase 20% over gratuity ceiling.
- increase in FTE.
- introduction of Cash Register in OPD cash office.
- security & maintenance responsibility of expatriates housing inside the compound now comes under Hospital.
- change in Minor capital equipment policy.

## CAPITAL EQUIPMENT

(1990/1991 PRICES)

ITEM	NEW	REPLACE	WEEK NEEDED			COST IN RUPERS		
			91/92	92/93	93/94	91/92	92/93	93/94
C ADMIN f	Typewriter, English		X	X		6,000		
C ADMIN c	New Nurs Hostel+Furnit	X		X		1,800,000		
C ADMIN f	Photocopy Machine		X		X		300,000	
C ADMIN f	Computer,Laptop HDisk	X		X	X	100,000		
C ADMIN b	Filing Cabinet, 2Dr	X					6,000	
C ADMIN f	Battery, Computer, x 2		X	X		10,000		
C ADMIN c	Renov/Refurb Staff qrtrs		X	X		50,000		
C ADMIN f	Portable Typewriter	X			X		10,000	
C ADMIN f	Nursing Consultant	X			X	10,000		
C ADMIN b	Furniture, Staff Qrtrs	X			X	50,000		
C ADMIN f	Typewriter, Nepali		X	X		35,000		
C ANAES k	L'yan'scop 3AdultPaed blade (4	X	2		2	15,000		15,000
C ANAES k	Adult Bellows + Stand	X			X		18,000	
C ANAES k	EBO Stand	X		X		32,000		
C ANAES k	EBO Vapouriser		X		X		66,000	
C CSSD b	Shelves, Storage	X		X		26,000		
C CSSD d	Autoclave		X			X		30,000
C CSSD d	Water Distiller		X	X		80,000		
C CSSD d	Instruments, Ward/MOR		X	X		60,000		
C CSSD b	Ward Delivery Trolley		X	X		10,000		
C DENT b	Dental Unit/Chair		X		X		50,000	
C DENT b	Dental Operating Light		X	X		10,000		
C DENT b	Spares for Dental Unit		X	X		20,000		
C DENT b	Light Curing Machine	X		X		20,000		
C DENT b	Ultrasonic Scaler		X		X		35,000	
C EMBOI d	Ambubag adult& paed3	11		11		85,000		
C EMBOI a	Laryngoscopes x 8	4	4	8		52,800		
C ER b	Beds for new ER (3)	X			X	12,000		
C ER c	Iterations SC/ER Area	X			X	40,000		
C ER b	Cabinets x4	X			X	24,000		
C ER d	Suction Machine Sx 14	X			X	21,000		
C GUEST c	Renov/Refurb G. House		X	X		50,000		
C GUEST b	Oven + Hotplates		X	X		8,000		
C GUEST c	Electric H2O beater	X			X	10,000		
C GUEST b	Solar/Electr H2O-beater		X	X		14,000		
C GUEST b	Refrigerator, G. House		X	X		50,000		
C EKEEP i	Kringers (10)	10			X	30,000		
C EKEEP i	Cleaning Buckets (10)	10			X	30,000		
C LAB e	Colorimeter		X		X		30,000	
C LAB e	Centrifuge		X	X		7,000		
C LAB e	Blood Bank Refrigerator	X			X		200,000	
C MAT d	Poetal Heart Detector		X	X		33,000		
C MAT d	Vacuum Extractor (1)		X	X		15,000		
C MEDRECb	Wooden Backs MedRcrd x2	X			X	13,000		
C MEDRECc	Extension to Office	X			X	10,000		
C MOR a	Plaster Saw/Blades		X					18,000
C MOR d	Plaster Cutter/blades		X					21,000
C MOR i	StSt.Kick Bucket x 2	X		X		6,600		
C MOR b	Refrigerator for Rx	X		X		25,000		
C MOR a	Laryngoscopes x 3	X	2	1	1	6,600	6,600	6,600
C MOR d	Tourniquet : adult cuff	X			X	7,500		
C MOR b	Mobile Spotlight	X			X	19,000		
C MOR b	Filing Cabinet	X			X	6,000		
C MOR a	Diagnostic Sets x 2		X		X			12,000
C MOR b	Anaesthetic Trolley	X			X	10,000		
C MOR b	Operating Tables x 2	X	1		1		36,000	36,000
C MOR d	D'top Autoclave SES2000	X			X		60,000	
C MOR d	Suction Machine SAM 12		X	X		21,000		
C OPD c	Specialist Booms ?	X						50,000
C OPD a	Diagnostic Sets (6)		X	2	2	12,000	12,000	12,000

C	OB	d	Bougies, set, 9 sizes	I	I	I		12,000
C	OR	b	St St Instr. Trolley x 2	I	I	I	18,000	
C	OR	d	Humby Skingraft knife	I	I	I		7,200
C	OR	d	Ambu Bag, paed. x 2	I	I	I	6,000	
C	OR	d	Bone Drill-Universal x 2	I	I	I	20,000	
C	OR	d	Diathermy (Valleylab)	I	I	I	46,000	
C	OR	d	OT Instrum compl set	I	I	I	72,000	
C	OR	d	Plaster Cutter (1)	I	I	I		15,000
C	OR	d	Cabinets, Storage, x 6	I	I	I	42,000	
C	OR	b	Plaster trolley	I	I	I	6,000	
C	OR	d	Tourniquet x 2	I	I	I	14,400	
C	OR	b	Filing Cabinet	I	I	I	6,000	
C	OR	b	Cupboards, storage x 3	I	I	I	18,000	
C	OR	b	Instrument Trolley x 2	I	I	I	12,000	
C	OR	d	Suction Mach.SAM 14 (2)	I	I	I		42,000
C	OR	b	Anaesth. Trolley x 2	I	I	I	20,000	
C	OR	a	Rectoscope	I	I	I	15,000	
C	OR	b	Refrigerator, Anaes.Rx.	I	I	I	25,000	
C	OR	d	Ambu Bag, adult x 2	I	I	I	6,600	
C	OR	b	Lockers, clothes x10	I	I	I	50,000	
C	OR	b	Shelves, storage	I	I	I	30,000	
C	OR	b	Mayo Table + Tray x 2	I	I	I	10,000	
C	OR	d	Wire Pin Cutters x 2	I	I	I	10,000	
C	OR	d	Amputation Saw	I	I	I	9,000	
C	OR	i	StSt kickbucket x 2	I	I	I	7,000	
C	OR	b	Operating Table	I	I	I	240,000	
C	OR	d	D'TOP AUTOCLAVE SES2000	I	I	I		60,000
C	OR	d	Houghton non-crush clamp	I	I	I	51,000	
C	PHARM	b	Cupboards new Pharmacy	I	I	I	40,000	
C	PHARM	c	Alter New Pharmacy	I	I	I	35,000	
C	PHYSIOD		Electric Oven	I	I	I		10,000
C	STORE	b	Shelves, storage	I	I	I	30,000	
C	WARD	a	Diagnostic Sets (2)	2	I	I	12,000	
C	WARD	d	Ambu Bag : adult	I	I	I		6,600
C	WARD	a	Weighing Scales x 6	I	I	I	85,000	
C	WARD	d	Foot Suction Mach (2)	1	I	I	10,000	
C	WARD	b	Electr Suction Mach (4)	2	I	I	100,000	
C	WSHOP	w	Toyota Landcruiser	I	I	I		600,000
C	WSHOP	w	Large WeighScale	I	I	I	10,000	
C	WSHOP	w	Drilling Machine	I	I	I	5,000	
C	WSHOP	w	Welding Machine electr	I	I	I	15,000	
C	WSHOP	w	GasWelding Machine	I	I	I	25,000	
C	WSHOP	w	Generator, Back-up	I	I	I		1,500,000
C	WSHOP	w	Solar hot H2O 4-200 l	I	I	I	64,000	
C	WSHOP	w	Transform.x2,poles,line	I	I	I	500,000	
C	IRAY	g	New IRay Suppl.Budget	I	I	I	400,000	
C	IRAY	g	Portable\$ Spare Parts	I	I	I	150,000	150,000

5,167,500 3,142,400 303,200

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516,750 314,240 30,320

Freight Insurance 10%

GRAND TOTAL:

5,684,250 3,456,640 333,520

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NOTES:

- a Diagnostic Instruments
- b Hospital Furnitures
- c Hospital Building Alterations
- d Medical Equipments
- e Laboratory Equipments
- f Administration
- g I-Ray Equipments
- h Dental Equipments
- i Housekeeping
- j Teaching Materials
- k Anaesthetic Equipments
- l Workshop Equipments

	Total Programme Budget 1989/92	Actuals 1989/90	Budget 1990/91	Budget 1991/92	% DIFF. 1990/91
					----- 1991/92
<b>INCOME:</b>					
Donors	7,789,600	2,916,631	3,618,900	4,220,400	17
PCS	1,070,000	250,472	348,000	221,800	(36) [1]
Other Receipts	239,700	69,976	70,000	75,000	7
<b>Total Income</b>	<b>9,099,300</b>	<b>3,237,079</b>	<b>4,036,900</b>	<b>4,517,200</b>	<b>12</b>
	=====	=====	=====	=====	=====
<b>EXPENDITURE:</b>					
PCS	1,070,000				
<b>ADMINISTRATION:</b>					
Salaries	961,000	527,214	662,000	703,600	6
Travel	48,000	21,868	20,000	20,000	0
In-serv.train.	662,000	590,688	420,000	247,100	(41) [2]
Rent	69,000	51,792	48,000	51,000	6
Maintenance	39,900	48,039	25,000	25,000	0
Visual Aids	12,100	31	3,000	3,000	0
Books/Period.	16,000	5,509	5,000	5,000	0
Office Expenses	179,900	91,776	60,000	85,000	42
Miscellaneous	12,100	2,402	10,000	10,000	0
Minor Capitals	0	0	0	18,000	
Medical Insurance	0	0	0	30,000	[3]
<b>Sub-Total</b>	<b>2,000,000</b>	<b>1,339,319</b>	<b>1,253,000</b>	<b>1,197,700</b>	<b>(4)</b>
	=====	=====	=====	=====	=====
<b>COMM.MEDICAL PROG:</b>					
Salaries	2,819,000	864,182	1,016,000	1,090,600	7
Travel	406,900	66,356	101,000	103,500	2
Supplies/Exp.	192,100	59,107	50,000	15,000	(70) [4]
Drugs	271,700	55,137	90,000	70,000	(22)
Train.Comm.Members		0	10,000	15,000	50
MCH Equipment	12,100	0	3,000	10,000	233 [5]
Training HP staff	80,000	13,968	28,000	35,000	25
Miscellaneous	23,900	13,984	10,000	15,000	50
Rent	100,000	24,289	42,000	42,000	0
Maintenance	12,100	12,402	10,000	0	(100) [6]
Teaching mat.	67,800	8,570	10,000	10,000	0
	3,985,600	1,117,995	1,370,000	1,406,100	3
	=====	=====	=====	=====	=====
<b>WATER PROJECTS:</b>					
Salaries	411,000	180,303	246,000	325,500	32 [7]
Travel	57,000	20,746	25,000	36,300	45
Supplies/Exp.	599,100	172,842	330,000	347,500	5
Miscellaneous	12,100	4,488	10,000	10,000	0
<b>Sub-Total</b>	<b>1,079,200</b>	<b>378,379</b>	<b>611,000</b>	<b>719,300</b>	<b>18</b>
	=====	=====	=====	=====	=====

17-Feb-91

	Total Programme Budget 1989/92	Actuals 1989/90	Budget 1990/91	Budget 1991/92	% DIFF. 1990/91
*****1991/92*****					
<b>NON FORMAL EDUC:</b>					
Salaries	275,000	106,844	174,000	191,700	10
Travel	49,000	12,476	17,400	28,800	66
Suppl./Teach.Mat.	48,000	34,949	45,000	100,000	122 [8]
Train.Comm.Memb.	139,800	2,877	10,000	25,000	150
Materials Dev.	39,900	0	10,000	5,000	(50)
Miscellaneous	12,100	9,276	5,000	2,000	(60)
<b>Sub-Total</b>	<b>563,800</b>	<b>166,422</b>	<b>261,400</b>	<b>352,500</b>	<b>35</b>
<b>AGRICULTURE:</b>					
Salaries	108,000	106,949	230,000	166,400	(28) [9]
Travel	21,000	7,618	23,000	24,200	5
Supplies	39,900	1,968	5,000	5,000	0
Train.Comm.Members	60,100	6,742	15,000	15,000	0
Literature	23,900	0	1,500	3,000	100
Research	39,900	331	0	0	
Miscellaneous	7,900	23,442	4,000	3,000	(25)
<b>Sub-Total</b>	<b>300,700</b>	<b>147,050</b>	<b>278,500</b>	<b>216,600</b>	<b>(22)</b>
<b>Recurrent Total</b>	<b>8,999,300</b>	<b>3,149,165</b>	<b>3,773,900</b>	<b>3,892,200</b>	<b>3</b>
<b>CAPITAL:</b>					
Toyota					
Tape recorder			0	600,000	(10)
Slide Projector		2,100	0		
Generator			0		
Computer/diskdrive	100,000	25,501	40,000		
Furniture		27,927	48,000	10,000	
Duplicator		11,386	20,000	15,000	
Motorcycle		21,000	0		
Photocopier			60,000		
Drawing Board			45,000		
Computer Software			5,000		
Overhead Projector			20,000		
Steriliser			20,000		
			5,000		
<b>Sub-Total</b>	<b>100,000</b>	<b>87,914</b>	<b>263,000</b>	<b>625,000</b>	
<b>GRAND TOTAL</b>	<b>9,099,300</b>	<b>3,237,079</b>	<b>4,036,900</b>	<b>4,517,200</b>	<b>12</b>
FTE. NEPALI	48				
FTE. EXPATRIATE	2				
	-----				
	50				
	=====				

NOTES APPENDED TO PALPA CHP ANNUAL BUDGET 1991/92

- [1] The PCS is reduced by cutting of two expatriate posts  
Community Health Nurse - not replaced  
Agricultural Officer - replaced by Nepali staff  
  
The Director post and the Community Medical Officer post remain expatriate budgetted under Admin. and Comm. Med. Programme respectively.
- [2] Inservice Training to cover CHP and TSP costs for palpa CHP staff training is reduced to reflect the future trend of the programme.
- [3] Minor capital items (now less than Rs5,000) are Kerosine Heathers x 2; Filing Cabinets x 2; Camera; Tape recorder.
- [4] Medical supplies for the community programme is reduced with the CHL/MV volunteer programme reduced.
- [5] MCH and Health Post support programme includes new dental instruments for instrument loan programme.
- [6] All CHP maintainence now comes under Admin.
- [7] Drinking Water salaries contains 1.5 FTE for day labourers.
- [8] Increase in NFE supplies reflects increased programme and no longer obtaining supplies free from D.E.O.
- [9] Agriculture salary decrease reflects two fewer staff including expatriate PCS.
- [10] Expected income from sale of old Toyota not included.

WORKSHOP BUDGET  
FOR 1991/1992

	Actuals 1989/90	Approved Budget 1990/91	Budget 1991/92	Inc/Dec Over 1990/91
<hr/>				
<b>Income</b>				
<hr/>				
Charge	953,975	933,000	1,186,600	27%
<hr/>				
<b>Expenditure</b>				
<hr/>				
Salaries	599,898	558,000	746,600	34%
Materials	334,194	320,000	385,000	20%
Other Expenses	47,669	55,000	55,000	0%
	981,761	933,000	1,186,600	27%
	<hr/>	<hr/>	<hr/>	<hr/>

Nepali FTE 15.4 (0.6 FTE is under Landrover a/c for driver)

Gratuity includes in salary Rs. 65338.00

AREA SERVICE BUDGET  
FOR 1991/1992

	Actuals 1989/90	Approved Budget 1990/91	Budget 1991/92	Inc/Dec Over 1990/91
Admin. Serv. Hosp	107,191	10,000	11,500	15%
Travel	5,048	3,000	3,000	0%
Mail Bag	16,574	17,000	19,500	15%
Water	11,421	28,000	50,000	79%
Street Lighting	18,000	20,000	8,000	-60%
Maintenance	111,846	85,000	90,000	6%
Furniture	5,297	15,000	10,000	-33%
Rent BA Housing	198,263	345,600	385,000	11%
House Renovation	0	0	100,000	ERR
Recreation	14,522	17,000	20,000	18%
Other Expenses	10,107	12,000	15,000	25%
<b>TOTAL</b>	<b>498,269</b>	<b>552,600</b>	<b>712,000</b>	<b>29%</b>

BA's Served: 35 adults  
10 children

Rent allowance for BA Housing:

	OLD	NEW
SINGLE	1,100	1,200
COUPLES	2,000	2,200

NOTE:

If water system improves we may not need that much budget.  
Street light for expatriate housing inside hospital compound comes under hospital.  
We do not need any additional furniture as Butwal project assured that we can borrow their furniture.  
Recreation includes the renovation of Tennis court.  
Other expenses includes the transportation charge to carry furniture from Butwal.

GUEST HOUSE  
FOR 1991/1992

\*\*\*\*\*

	Actuals 1989/90	Approved Budget 1990/91	Budget 1991/92	Inc/Dec over 1990/91
<b>INCOME</b>				
Fees	317,024	342,000	414,600	21%
PCS	38,475			
	355,499	342,000	414,600	21%
	=====	=====	=====	=====
<b>EXPENDITURE:</b>				
Salaries	214,967	151,000	194,600	29%
Food	117,514	140,000	170,000	21%
Other Expenses	40,161	51,000	50,000	-2%
	372,642	342,000	414,600	21%
	=====	=====	=====	=====

Nepali FTE 4

Gratuity includes in salary Rs. 14,349.00

Charge from support office Rs.5,000.00 include in salary

UMN GORKHA PROJECT  
AMP PIPAL HOSPITAL  
Recurring Budget 16/7/91 - 16/7/92 (1 Shrawan 2048 - 31 Ashadh 2049)

	Actuals 1989/90	Approved Budget 1990/91	Budget 1991/92	1991/92 Budget %Incr (Decr) over 90/91 Budget
<b>REVENUE:</b>				
Patient Care	170,550	181,200	206,000	14%
OPD	162,727	159,700	185,500	16%
OR/CSD	249,496	265,000	290,000	9%
XRay	76,705	68,000	94,800	39%
Laboratory	149,316	176,400	207,200	17%
Pharmacy	1,226,786	1,361,000	1,573,200	16%
<b>Gross Pt Revenue</b>	<b>2,035,580</b>	<b>2,211,300</b>	<b>2,556,700</b>	<b>16%</b>
Less:				
Charged not Paid (Dir Free Care)	186,377	132,400	243,000	84%
<b>Net Pt Revenue</b>	<b>1,849,203</b>	<b>2,078,900</b>	<b>2,313,700</b>	<b>11%</b>
<b>Other Revenue:</b>				
Staff Rental	11,710	14,000	14,300	2%
Garden Income	2,621	2,000	1,000	(50%)
Miscellaneous	52,576	11,000	53,000	482%
<b>Total Operating Revenue</b>	<b>1,916,110</b>	<b>2,105,900</b>	<b>2,382,000</b>	<b>13%</b>
<b>EXPENSES:</b>				
Patient Care	1,688,564	2,289,100	2,359,800	3%
OR/CSD	426,561	451,700	561,700	24%
XRay	104,088	77,000	99,000	29%
Laboratory	140,095	148,900	155,500	4%
Pharmacy	876,066	891,500	1,096,900	23%
Leprosy	68,015	61,000	78,100	28%
Social Services	22,881	24,200	27,400	13%
TB	56,932		65,500	100%
Maintenance & Electricity	239,892	395,500	352,000	(11%)
Transport	7,890	6,500	6,500	0%
Housekeeping	365,878	376,800	531,200	41%
Education		10,000	38,000	380%
Administration	239,291	343,800	400,900	17%
Linen & Bedding	16,630	24,000	22,000	(8%)
Miscellaneous	7,526	5,800	5,000	(14%)
Minor Capital Items	2,074	8,000	10,000	25%
<b>Total Expenditures</b>	<b>4,262,383</b>	<b>5,113,800</b>	<b>5,809,500</b>	<b>14%</b>

	Actuals 1989/90	Approved Budget 1990/91	Budget 1991/92	1991/92 Budget %Incr (Decr) over 90/91 Budget
Total Free Care	2,346,273	3,007,900	3,427,500	14%
Less:				
PCS	565,246	918,000	678,200	(26%)
Gift of Supplies	8,879			
UMN Cash Subsidy	1,772,148	2,089,900	2,749,300	32%

Information:

Charged, not paid (General)	186,377	132,400	243,000	84%
Charged, not paid (Leprosy)	68,015	61,000	78,100	28%
Not Charged	1,526,635	1,896,500	2,428,200	28%
PCS	565,246	918,000	678,200	(26%)
Total Free Care	2,346,273	3,007,900	3,427,500	14%
Total Salaries		2,608,300	3,430,500	32%

F T E - Nepali - 67  
- Expatriate - 7

1991/92 Budgeted Subsidy 59%

Note: Total budgeted expenditures have increased by 14%. Budgeted revenue has increased 13%. The bulk of the increase in expenditures is due to higher Nepali salaries (an increase of Rs 822,200). This is partially offset by a 239,800 reduction in PCS. The net change in salaries and PCS is an increase of Rs.582,400. Nonsalary expenditures have risen by 113,300 in the 91/92 budget, an increase of 7%. As a note of interest, the introduction of the education allowance has increased the hospital budget by Rs.188,600.

## UMN GORKHA PROJECT

## CAPITAL BUDGET 1991/92 (2048/49)

## HOSPITAL

1991/92

* Linen drying facilities	250,000
* Fencing	5,000
* Small operating room skylight	8,000
* Ventilation pipes for toilets	5,000
* Collection tank - sewage system	20,000
* Fire extinguishers (9) incl 3 for electrical fires	30,000
* Hotplates for laundry	10,000
* Ultrasound machine	600,000 (almost half of the funding is 928,000 already pledged)

1992/93 - 1993/94

* XRay machine (\$ 10000) (replacement)	350,000
* De-ionizer for pharmacy (replacement)	?
* Skylights	10,000
* Tin roof (Sauli house)	16,000
	376,000

## Area Service:

1991/92

* Water tanks	10,000
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## Business Office:

1991/92

* Furniture	10,000
* Renovations - supplementary 47/48	65,000
* Computer accessories	15,000

## Project:

1991/92

* Telephone system	25,000
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**UMN GORKHA PROJECT  
COMMUNITY HEALTH PROGRAMME**

	Program Budget 91/94	Actuals 1989/90	Approved Budget 1990/91	Proposed Budget 1991/92	Notes
<u>INCOME:</u>					
Donations	4,720,000	273,507	748,400	1,943,600	
PCS	585,000	177,454	373,200	215,400	
Medicine	35,000	4,796	6,600	10,000	
Others	6,000	151	1,000	2,000	
<hr/> Total	<hr/> 5,346,000	<hr/> 455,908	<hr/> 1,129,200	<hr/> 2,171,000	

#### EXPENDITURE:

Recurring:				
Salaries	2,230,000	427,302	433,000	705,000
PCS	585,000	177,454	373,200	215,400
Medicines & Medical Supplies	70,000	11,220	17,000	20,000
Training	261,000	17,159	57,500	75,000
Maintenance & Cleaning	18,000	105	2,000	8,000
Admin & Mail	278,000	20,850	57,000	113,600
Travel & Transport	244,000	53,179	32,000	94,000
Periodicals & Books	18,000			5,000
Minor Capital Items	36,000			10,000
Miscellaneous	18,000	11,425	4,500	5,000
Drinking Water	700,000	93,273	100,000	200,000
Annual Survey	88,000			25,000
<hr/> Total	<hr/> 4,546,000	<hr/> 811,967	<hr/> 1,076,200	<hr/> 1,476,000
Staff Training (TSD)	705,000			

• 313

<b>Capital</b> (Non recurring)				
Office Equipment & Renovations		26,445	35,000	
O/H Projector		9,132		
Office Equipment		15,312		
Solar Lanterns	75,000		18,000	75,000
<b>Total Capital</b>	<u>75,000</u>	<u>50,889</u>	<u>53,000</u>	<u>75,000</u>
<b>Total Expend:</b>	<b>5,346,000</b>	<b>862,856</b>	<b>1,129,200</b>	<b>2,171,000</b>

Change in Fund Balance: (106,918)

FTE: Nepali - 17  
Expatriate - 25

(1) The CHP Salary budget has increased for a number of reasons including the addition of a post, higher limits on gratuity, introduction of the education allowance, greater sick leave cost than previously budgetted, higher uniform allowances etc.

UMN GORKHA PROJECT  
TUBERCULOSIS CONTROL SUPPORT PROGRAMME  
BUDGET 1 Shrawan 2048 - 31 Ashadh 2049 (16/7/91 - 16/7/92)

	Programme Budget (One District) 89/90-94/95	Cumulative Actuals at 15 July 90	Approved Budget 1990/91	Budget 1991/92	Notes
<b><u>INCOME:</u></b>					
Grants	3,130,500	361,900	394,900	649,600	
PCS	913,700	18,769	125,000	58,000	
<b>Total</b>	<b>4,044,200</b>	<b>380,669</b>	<b>519,900</b>	<b>707,600</b>	
<b><u>EXPENDITURE:</u></b>					
<u>Recurring:</u>					
PCS	913,700	18,769	125,000	58,000	
Salaries	424,000	20,860	55,000	74,100	
Travel & Transport	127,500	9,100	17,500	20,000	
Administration	368,500	23,254	52,900	79,300	
Rent	127,500	665	17,500	20,000	
Education/Training & Teaching Materials	460,000		75,000	160,000	1
Books and Periodicals	37,500	2,033	5,500	6,000	
Drugs	1,240,000	6,636	150,000	200,000	
Medical and Lab	87,000		11,500	13,000	
Miscellaneous	67,000	15	10,000	11,000	
Survey	125,500	22,298		55,000	2
Minor Capital					
- Calculator	4,000	1,050		1,200	
- Office equip	22,000	17,452			
<b>Total</b>	<b>4,004,200</b>	<b>122,132</b>	<b>519,900</b>	<b>697,600</b>	
<u>Capital</u> (Non Recurring:)					
Overhead Projector				10,000	
Lab Equipment	40,000				
<b>Total Expenditure</b>	<b>4,044,200</b>			<b>707,600</b>	
FTE - Expatriate - 0.5					
- Nepali - 1					

Notes:

- (1) Revised timetable for training.
- (2) Due to results of previous survey, another is required.

UMN GORKHA PROJECT  
PROJECT SUPPORT BUDGET  
1 Shrawan 2048 - 31 Ashadh 2049 (16/7/91 - 16/7/92)

	Actuals 1989/90	Approved Budget 1990/91	Budget 1991/92	%Incr(Decr) over 90/91 Budget	Notes
<b>1. ADMINISTRATION</b>					
<b>Income:</b>					
PCS	71,100	81,800	36,200	(56%)	
Contribution	312,464	460,100	629,000	37%	
	383,564	541,900	665,200	23%	
<b>Expenses:</b>					
PCS	71,100	81,800	36,200	(56%)	
Salaries Adm/mail	250,872	352,100	556,000	58%	
Office Expenses	39,718	72,000	37,000	(49%)	
Mail Expenses	21,874	36,000	30,000	(17%)	
Training			6,000	100%	
	383,564	541,900	665,200	23%	1

F T E - Nepali = 9.75  
- Expatriate/Nepali 1

**Notes:**

- (1) The overall change in the administration budget is due to 2 factors - general salary increase and upgrading of administrative staff. Please note that PCS includes only 4 months of Project Admin Officer's PCS. The salaries budget includes an amount for a Nepali Project Admin Officer for the entire year. This to allow some overlap with the current PAO. Also note the decreased budget for office expenses. More office expenses are charged direct to the hospital, CHP, and Area Services and less to the general project administration budget.

**2. WORKSHOP**

<b>Income:</b>					
PCS	34,200	59,000	66,300	12%	
Contribution	241,226	329,900	359,300	9%	
	275,426	388,900	425,600	9%	
<b>Expenses:</b>					
PCS	34,200	59,000	66,300	12%	
Salaries	117,790	148,900	212,300	43%	
Materials	113,136	181,000	137,000	(24%)	
Repairs to generator	10,300		10,000	100%	
	275,426	388,900	425,600	9%	

FTE - Nepali = 6  
- Expatriate = 1

	Approved		Incr (Decr)
	Budget	Budget	over 90/91
Actuals	1990/91	1991/92	Budget
1989/90			

### 3. AREA SUPPORT

<b>Income:</b>				
PCS	82,372	99,400	103,200	4%
<b>Expenses:</b>				
PCS	82,372	99,400	103,200	4%
Salaries	147,030	62,000	70,000	13%
Rent	5,491	3,500	14,000	400%
Water Allowances	6,836	8,000	7,000	(12%)
Administration/Mail (Salaries, & expenses)	8,405	71,000	91,900	29%
Maintenance	49,550	124,700	124,700	0%
Furniture/Equip	3,638	5,000	5,000	0%
Miscellaneous	1,772	2,500	2,500	0%
<b>Total:</b>	<b>305,094</b>	<b>376,100</b>	<b>418,300</b>	<b>11%</b>
<b>Deficit</b>	<b>222,722</b>	<b>276,700</b>	<b>315,100</b>	<b>14%</b>

FTE - Expatriate 1

Number of Persons served - Adults - 16  
Children- 11

### 4. GUEST HOUSE

	Approved		%Incr(Decr)
	Budget	Budget	over 90/91
Actuals	90/91	91/92	Budget
89/90			

<b>Income:</b>				
Charges	34,083	38,000	70,000	84%
<b>Expenses:</b>				
Salaries	8,373	11,000	33,000	300%
Food & Utilities	26,639	24,500	34,000	38%
Maintenance	-	2,500	3,000	20%
<b>Total</b>	<b>35,012</b>	<b>38,000</b>	<b>70,000</b>	<b>84%</b>
<b>Surplus (Def)</b>	<b>(929)</b>			

F T E Nepali - 0.5

OKHALDHUNGA PROJECT  
OKHALDHUNGA HOSPITAL  
Annual Budget for July 1991 - July 1992

	Actuals 1989/90	Approved Budget 1990/91	Budget 1991/92	% incr (decr Over 1990/91 Budget)
<b>INCOME</b>				
Fees	607,778	700,000	840,000	20%
Direct Free Care	37,622	60,000	70,000	17%
	570,156	640,000	770,000	20%
Medical Supplies to PHCP	39,044	10,000	-	-100%
Refund on Electricity	12,637	15,000	23,000	53%
TB Drugs	87,474		100,000	
Misc	4,412	3,000	10,000	233%
PCS	204,346	235,000	250,000	6%
	918,069	903,000	1,153,000	28%
<b>EXPENDITURE</b>				
Salaries	847,322	1,000,000	1,155,000	16%
PCS	204,346	235,000	250,000	6%
Radiology	12,035	18,000	21,000	17%
Laboratory	7,213	12,000	14,000	17%
Pharmacy	331,444	268,000	310,000	16%
Maintenance	48,491	40,000	46,000	15%
Fuel, Light	42,133	48,000	55,000	15%
Housekeeping	9,033	14,500	18,000	24%
Administration	45,921	48,500	55,000	13%
Medical Supplies	23,269	65,000	85,000	31%
TB Drugs	87,474		100,000	
Training			15,000	
Minor Capital	7,782	10,000	12,000	20%
	1,666,463	1,759,000	2,136,000	
Deficit	748,394	856,000	983,000	
	82%	95%	85%	

Capital  
 Steriliser Rs. 60000  
 Colorimeter Rs. 28000  
 Ultrasound Rs. 600000

- 1) Increase in patients and fees
- 2) More people using electricity
- 4) Related to FTE
- 5) Free supplies ended
- 6) Big increase in some prices
- 7) No provision in former years

OKHALDHUNGA PROJECT  
PRIMARY HEALTH CARE PROGRAMME  
Budget for July 1991 - July 1992

	Program Budget 1990/93	Actuals 1989/90	Approved Budget 1990/91	Budget 1991/92
<b>INCOME</b>				
Donors	4,472,000		1,197,000	1,375,000
Misc	105,000	13,115	30,000	35,000
PCS	477,000	102,375	138,000	138,000
	<hr/> 5,054,000	<hr/> 115,490	<hr/> 1,365,000	<hr/> 1,548,000
<b>EXPENDITURE</b>				
<b>General Administration</b>				
Salaries	215,000	1,820	62,000	120,000
PCS	69,000	17,775	20,000	28,000
Administration	54,000	39,433	15,000	18,000
Maintenance	42,000	7,196	12,000	10,000
Evaluation	103,000		30,000	10,000
Travel	75,000		20,000	15,000
Rent	69,000		20,000	6,000
Minor Capital Items	90,000	13,553	20,000	35,000
	<hr/> 717,000	<hr/> 79,777	<hr/> 199,000	<hr/> 242,000
<b>Health Activities</b>				
Salaries	2,816,000	564,748	745,000	894,000
PCS	408,000	84,600	118,000	110,000
Medicines	475,000	60,251	125,000	50,000
TB medicine		87,474		100,000
Materials	205,000	87,764	58,000	67,000
Training	265,000	37,281	75,000	45,000
School & Health Educ.	150,000	12,033	40,000	25,000
Misc.	18,000		5,000	5,000
	<hr/> 4,337,000	<hr/> 934,151	<hr/> 1,166,000	<hr/> 1,296,000
Capital - Filing cabinet	<hr/> 5,054,000	<hr/> 1,013,928	<hr/> 1,365,000	<hr/> 1,538,000
	<hr/> 25,275			<hr/> 10,000
	<hr/> 1,039,203		<hr/> 1,365,000	<hr/> 1,548,000
	<hr/> <hr/>		<hr/> <hr/>	<hr/> <hr/>

- 1) Adjustments - General Administration, health activities
- 2) Adjustments - General Administration, health activities
- 3-6) Not necessary
- 7) Requirements
- 8) Requirements
- 9-10) Not necessary

FTE N 20.6  
E 1.3

OKHALDHUNGA PROJECT  
ASO Budget for July 1991 - July 1992

	Approved		% incr (decr
Actuals	Budget	Budget	Over 1990/91
1989/90	1990/91	1991/92	Budget

## INCOME

Misc.	1,262	2,000	2,000	
PCS	17,775	22,000	25,000	14%
	19,037	24,000	27,000	13%

### EXPENDITURE

Salaries	14,687	36,500	42,000	15%
PCS	17,775	22,000	25,000	14%
Administration	12,681	11,000	14,000	27%
Stationery		3,000		-100%
Travel		1,500	1,500	0%
Maintenance	52,395	40,000	40,000	0%
Rent	32,628	35,000	38,500	10%
Misc.		2,000	2,000	0%
Minor Capital	9,940	15,000	15,000	0%
	140,106	166,000	178,000	
	121,069	142,000	151,000	

17 Adults  
12 children

ETE N 1.1

N 1.1

E . 3

PATAN HOSPITAL

SUMMARY OF PROPOSED BUDGET FOR 2048.49 (1991/92)

RECEIPTS	A (2046/47) ACTUAL 1989/90	B (2047/48) APROVED 1990/91	C PROPOSED 2048/49 1991/92	D Incr(DEC) OVER (47/48)90/91	%
	1989/90	1990/91	1991/92	(47/48)90/91	
PATIENT CHARGES	17,517,394	19,250,000	22,220,000	2,970,000	15.43%
LESS. DIRECT FREE CARE	1,098,530	1,350,000	1,500,000	150,000	11.11%
NET PATIENT FEE	16,418,864	17,900,000	20,720,000	2,820,000	15.75%
HOSP. OTHER INCOME	986,541	1,100,000	1,100,000	0	0.00%
TOTAL HOSP. RECEIPT	17,405,405	19,000,000	21,820,000	2,820,000	14.84%
SUBSIDISED TOTAL	7,794,324	9,300,000	11,155,000	1,855,000	19.95%
HMG SUBSIDY	600,000	1,200,000	1,500,000	300,000	25.00%
P.C.S.	1,400,512	3,008,000	2,200,000	(808,000)	-26.86%
UMN SUBSIDY	5,702,557	5,042,000	7,355,000	2,313,000	45.87%
GIFT	91,255	50,000	100,000	50,000	100.00%
TOTAL RECP & SUBSIDY	25,199,729	28,300,000	32,975,000	4,675,000	16.52%
PAYMENT				0	
SALARY	12,937,864	15,410,000	18,115,000	2,705,000	17.55%
SUR & MED SUPPLY	2,107,946	2,130,000	2,650,000	520,000	24.41%
LSBORATORY	476,814	540,000	700,000	160,000	29.63%
RADIOLOGY	487,577	575,000	650,000	75,000	13.04%
ULTRASOUND	16,103	165,000	53,000	(112,000)	-67.88%
PHARMACY DRUG	5,098,367	5,250,000	6,000,000	750,000	14.29%
DENTAL	121,560	300,000	170,000	(130,000)	-43.33%
O.P.D	229,399	265,000	400,000	135,000	50.94%
DIETARY	279,605	360,000	300,000	(60,000)	-16.67%
MAINTENANCE	111,805	100,000	125,000	25,000	25.00%
ELECTRICITY & WATER	1,105,372	1,015,000	1,020,000	5,000	0.49%
TRANSPORT	25,576	60,000	60,000	0	0.00%
HOUSE KEEPING & LAUNDRY	101,499	120,000	130,000	10,000	8.33%
ADMINISTRATION	135,022	160,000	231,000	71,000	44.38%
PRINTING	202,440	230,000	260,000	30,000	13.04%
STAFF MED & INSURANCE	334,271	290,000	320,000	30,000	10.34%
SICK LEAVE PROVISION	419,255	300,000	341,000	41,000	13.67%
GRATUITY PROVISION	1,000,000	1,000,000	1,400,000	400,000	40.00%
MINOR CAPITAL ITEM	9,255	30,000	50,000	20,000	66.67%
TOTAL PAYMENT	25,199,730	28,300,000	32,975,000	4,675,000	16.52%
SALARIES	51.3%	54.5%	55%	0.5%	
SUPPLIES	48.7%	45.5%	45%	-0.5%	
HOSPITAL INCOME	69.07%	67.14%	66.17%	-0.97%	
HMG SUBSIDY	2.38%	4.24%	4.55%	0.31%	
UMN SUB & PCS	28.18%	28.45%	28.98%	0.53%	
GIFT IN KIND	0.37%	0.17%	0.30%	0.13%	

CAPITAL ITEMS OF 2048/49(1991/92)

<u>DEPT.</u>	<u>EQUIPMENT</u>	<u>NOS</u>	<u>ADDIT.</u>	<u>REPL.</u>	<u>NEW</u>
WARD	Defibrillator 120000-750000	1	45000		
	Culposcope 100000-50000	1	50000		
	Centraliza o2C100000-80000	1	20000		
	Medicine Trolley	8		56000	
	Chart Trolleys	8		56000	
	Ant Proofing Mat.-Nursery			7000	
	I.V. Stands	20			8000
	Nebuliser	5			25000
	Wooden Arm Chairs	20			15000
	Spot Lights	1			30000
O.R.	Suction Machine - small	2		70000	
	Trolley for Enoscope	2			15000
	Electric Blankets	6			15000
	Pediatric Bronchoscope	1		80000	
CSSD	Suction Machine-small	2		50000	
	Cheatle Forceps	30		18000	
	Surgical Gloves Container	1		280000	
	Brauns Frame	1		7000	
LAB	Refrigerator 50000-20000	1	30000		
	Incubator	1		60000	
	Table for chemistry work	1			7000
X-ray	X-ray Machines			2500000	
U.S.	Ultra S. Machines spare & Rep.			170000	
	Airconditioner	1			30000
PHARM	Tab. Count Mac. 120000-30000	1	90000		
	Water Distillation Machine	1		140000	
	Electric Balance	1		7000	
SURG.	Gastroscope	1			200000
	Hemoroidal ligator	1			30000
OPD/ER	Blood Pressure Machine	8			40000
DENTAL	Dental Chair Spare & Rep.			15000	
	Dental X-ray Unit	1		190000	
	Dental Instruments			35000	
	Air Pressure Pipelining			22000	
	Oral Surgery Instruments				15000
	Compressure Heavy	1			85000
DIET.	Hot Plate, Boiler, Plates			45000	
PHYSI	Pulsed Short Wave Diathermy			50000	
H.K.	Blankets, Bed Cover Pillows			50000	
	Electric Fan, E. Heaters each	8		16000	
MAINT	Elect. Switch Waterpump Vehi. Spares			125000	
	Solar heater, batt.generator coils			76000	
	Sewage pump & with switches			100000	
	covered walk way Maintenance			25000	326000
H.E.	Video Machine (T.V. with Deck)				50000
GENER	Telephone Switch Board				500000
	Staff Cycle Shed				14000
		-----	235000	4250000	1405000
				Total	5890000
				=====	

Please see next page

Capital Budget Building 1991/92

	<u>Cost</u>
1. Staff quarters approved in 1990/91 not yet funded	12,500,000
2. Conversion of 4th floor to patient area	500,000
3. Alterations to Emergency Room	300,000
4. Alterations to Dental Department	200,000
5. Construction of new Ante Natal Clinic	200,000
	-----
Total	13,700,000
	=====

COMMUNITY DEVELOPMENT AND HEALTH PROJECT  
Annual Budget 1991/1992

	Program Budget 1990/95	Actuals 1989/90	Approved Budget 1990/91	Proposed Budget 1991/92	Over Under % Incr (decr)
<b>INCOME</b>					
HMG & Local Contributions	530,000	66,582	100,000	100,000	0%
PCS	7,580,600	701,348	941,900	745,200	-21%
Grants	71,299,100	9,365,765	12,007,800	11,077,300	-8%
Rent\Vehicle\Miscellaneous	404,600	186,277	60,000	75,500	0%
	<b>79,814,300</b>	<b>10,319,972</b>	<b>13,109,700</b>	<b>11,998,000</b>	<b>-8%</b>
<b>EXPENDITURE</b>					
Recurring					
Central Admin. & Support					
Salaries	3,850,000	601,205	767,800	993,100	(5) 29%
PCS	656,000	81,075	97,300	0	-100%
Vehicles	218,000	19,213	29,700	26,700	-10%
Rents	568,000	60,000	92,000	100,000	9%
Utilities	95,000	14,138	15,400	14,400	-6%
Maintenance	220,000	25,827	30,000	32,000	7%
Office Supplies\Photocopy	316,600	37,529	36,400	29,400	-19%
	<b>5,923,600</b>	<b>838,987</b>	<b>1,068,600</b>	<b>1,195,600</b>	<b>12%</b>
ALL AREA					
Salaries	6,843,400	1,151,053	1,276,200	1,746,300	(5) 37%
PCS	6,924,600	620,273	844,600	745,200	-12%
Travel & Transport	596,000	70,845	88,300	67,500	-24%
Vehicles	1,171,000	144,981	129,200	137,800	7%
Duty Travel	465,400	56,620	88,000	105,600	20%
Rents	190,000	19,637	20,200	34,600	71%
Utilities	223,400	26,215	35,700	39,000	9%
Maintenance	362,600	103,046	212,000	51,000	-76%
Office Supplies\Photocopy	1,793,800	169,177	201,600	186,900	-7%
Minor Equipment	624,200	142,662	137,600	90,000	-35%
Other	1,754,000	275,683	655,100	340,100	-48%
Training & Scholarship	5,131,700	1,113,177	600,000	1,150,000	(6) 92%
	<b>26,080,100</b>	<b>3,893,369</b>	<b>4,288,500</b>	<b>4,694,000</b>	<b>9%</b>
Area 5					
Health Post (Chapagaon)	1,801,000	193,897	360,400	407,800	13%
MCH	1,201,000	184,044	210,300	255,700	22%
VHW	1,194,000	99,581	0	0	0%
Duty Travel	234,000	26,864	29,900	29,200	-2%
	<b>4,430,000</b>	<b>504,386</b>	<b>600,600</b>	<b>692,700</b>	<b>15%</b>
Area 6					
Health Post (Badegaon)	0	133,918	281,000	0	-100%
MCH	0	100,074	98,600	0	-100%
VHW	0	141,491	0	0	0%
Duty Travel	0	5,981	6,600	0	-100%
	<b>0</b>	<b>381,464</b>	<b>386,200</b>	<b>0</b>	<b>-100%</b>

Area 7					
Health Post (Bhattedanda)	1,364,000	176,235	278,700	389,900	40%
MCH	930,600	124,329	152,200	174,500	15%
VHW	725,000	94,149	0	0	0%
Duty Travel	615,700	76,537	113,600	93,600	-18%
Water Projects	909,500	69,792	101,700	553,600	(7) 444%
Agriculture	774,000	52,027	116,100	62,100	-47%
Rural Industry	337,000	2,405	20,000	21,000	5%
NFE	801,500	0	79,300	122,500	54%
Trees	1,297,200	201,040	206,800	207,900	1%
	7,754,500	796,514	1,068,400	1,625,100	52%
Area 8					
Health Post (Chaughare)	1,648,400	168,644	365,200	437,700	20%
MCH	1,008,000	94,714	141,800	178,700	26%
VHW	1,108,800	124,614	0	0	0%
Duty Travel	713,300	86,830	95,100	105,000	10%
Water Projects	139,600	43,405	28,500	25,000	-12%
Agriculture	527,200	40,426	78,600	29,000	-63%
Rural Industry	135,000	3,997	20,000	16,000	-20%
NFE	330,000	61,537	41,500	5,000	-88%
Trees	1,506,600	163,689	242,400	137,900	-43%
	7,116,900	787,856	1,013,100	934,300	-8%
Area 9					
Health Post (Asrang)	1,723,000	203,622	282,500	276,500	-2%
MCH	930,500	135,825	174,400	189,500	9%
VHW	830,400	82,722	0	0	0%
Duty Travel	824,400	100,722	108,500	127,400	17%
Water Projects	128,700	44,250	19,100	55,000	(7) 188%
Agriculture	566,000	91,058	196,400	203,000	3%
Rural Industry	458,400	72,291	88,300	93,900	6%
NFE	333,700	113,509	190,700	187,500	-2%
Trees	2,016,000	386,245	385,200	201,900	-48%
Health Post (Gotikhel)	1,194,000	117,843	176,400	308,100	75%
MCH	930,500	93,144	189,700	163,700	-14%
VHW	471,400	59,504	0	0	0%
Duty Travel	549,600	42,200	72,300	53,100	-27%
	10,956,600	1,542,935	1,883,500	1,859,600	-1%
Urban					
MCH	1,062,700	158,516	308,300	311,800	1%
Non Formal Education			0	10,000	
Duty Travel	0	0	0	0	0%
	1,062,700	158,516	308,300	321,800	4%
Pharping					
MCH	414,000	51,691	63,900	63,800	0%
Duty Travel	0	0	0	0	0%
	414,000	51,691	63,900	63,800	0%
Nutrition (Chapagaon)					
Rehabilitation Center	307,000	35,354	43,300	47,000	9%
Materials	92,800	5,440	23,600	17,000	-28%
Duty Travel	0	0	0	0	0%
	399,800	40,794	66,900	64,000	-4%

Health Edu\Sanitation	556,000	80,077	90,000	60,000	-33%
Dental	556,000	80,077	90,000	60,000	-33%
School Programme (WHO)	1,141,000	0	592,000	0	-100%
School Programme (Alt. to WH)	0	0	30,000	0	-100%
Teaching Materials			0	15,000	
	1,141,000	0	622,000	15,000	-98%
Malta Initiative	0	0	0	217,100	
Water Project (4)	2,250,000	239,278	500,000	0	
Irrigation (4)	305,000	0	100,000	0	
TOTAL AREA	62,466,600	8,476,880	10,991,400	10,547,400	-4%
TOTAL RECURRING	68,390,200	9,315,867	12,060,000	11,743,000	-3%

#### CAPITAL

Staff Quarter	500,000	0	0	0	0%
Office Building	500,000	0	0	0	0%
Motorcycle	320,000	105,000	65,000	0	-100%
Vehicle	2,100,000	31,638	600,000	0	0%
Rural Industry	250,000	18,180	50,000	30,000	(8) 0%
Computer	425,000	0	0	0	0%
Computer Printer	0	0	0	17,500	0%
Photocopier	500,000	0	100,000	0	0%
Office Equipment	604,800	9,700	89,700	50,000	-44%
HP Equipment	145,000	0	25,000	25,000	0%
EPI Fridge	0	19,150	0	0	0%
Asrang HP Water System	0	0	50,000	0	0%
Asrang Electrification	0	0	40,000	0	0%
Vehicle Washing Ramp	0	0	0	10,000	0%
Bhattedanda SQ Water Scheme	0	11,221	0	0	
Chapagaon Nutrition Centre	0	161,051	0	0	
Solar Charger & Battery	0	6,945	0	0	
TOTAL CAPITAL	5,344,800	362,885	1,019,700	132,500	-87%
Total Recurring +Capital Bud	73,735,000	9,678,752	13,079,700	11,875,500	-9%
Contingency	6,079,300	0	30,000	122,500	
TOTAL	79,814,300	9,678,752	13,109,700	11,998,000	-8%
	0		0	0	

COMMUNITY DEVELOPMENT AND HEALTH PROJECT  
Annual Budget 1991-1992

Area Services Budget ( 1-Shrawan-2048/31-Ashadh -2049)  
16/7/91 - 16/7/92)

	Approved Actual 1989 - 90	Approved Budget 1990-91	Proposed Budget 1991-92	1991-92 Budget % Incr. (decr.) Over 1990/91 Bgt
<b>EXPENDITURE</b>				
Rent & Maintenance	17,063	15,000	10,000 (1)	-33%
Furniture	13,367	3,000	2,000 (92)	-23%
Mail Service	30,322	7,000	0	-100%
Purchasing service	0	0	0	
Travel	6,298	0	0	
	67,050	25,000	12,000	-52%

Number of Appointees Served : 2 Adults  
: 2 Children

NOTES:

1. Rent & Maintenance- cover for rent for one house and maintenance for the possibility of house moving.
2. Furniture - cover for basic additional furniture and portage due to the possibility of house moving.

NOTES:

FTE:	Nepali	PCS
Health	79.5	5
Development	31	3
Malta	3	1
Administration	18.5	-
	132	9
		141

1. Maintenance:

89/90 Actuals - Old Canteen door & well Rs 3,001 & champaagn repair work Rs. 56,170 moved from Capital to Recurring Maintenance.  
90/91 Budget - Repair of Agriculture building Rs. 15,000 & Asrang HP Repair & fencing Rs. 175,000 moved from Capital to Recurring Maintenance.

2. Minor equipment:

89/90 actuals - Dental Instrument Rs. 16,920 moved from Capital to Recurring Minor Equipment.  
90/91 Budget - Dental Instrument Rs. 45,000 moved from Capital to Recurring Minor Equipment.

3. Other:

89/90 Actuals - Evaluation of Dev Activities Rs. 2,273 & Toilet for Urban Ward # 8 Rs. 3,000 moved from Capital to Recurring-Others.

90/91 Budget - the following were moved to Recurring-Others from Capital:

Management Review	Rs 120,000
Set up Grant	150,000
Rehabilitation(wooden legs)	8,000
Evaluation (Consultation fee)	3,000
Demonstration well in Urban	13,000
Video	60,000
	354,000

4. Water Project & Irrigation:

For Program Budget 90/95, Actuals 89/90 & Budget 90/91, Water Project & Irrigation were moved from Capital to Recurring as a lump sum as it is not possible to divide into 3 areas.

5. Central office salaries:

46.5 FTE 91/92 Budget compared to 40.5 90/91 Budget.

6. Training & Scholarship:

High increase for 91/92 Budget is due to 1-Master Rural Dev Training & 2-Leadership Training which totalled half of new applicants budget.

7. Water Project:

area 7 - 91/92 budget includes new water system Rs.485,000 which was put under Capital in previous years.

Area 9 - 91/92 budget are mainly for training/maintenance & follow up in 3 VDC and uncompleted water system.

8. RI:

91/92 Budget made up of Cream Separation machine Rs.20,000 & Roofing Tile machine Rs. 10,000.

T.U., Institute of Medicine  
Certificate in Medical Science: Nursing  
Lalitpur, Nursing Campus

GENERAL FUND BUDGET: 1st Shrawan, 2048 to 32 Ashadh, 2049.  
(16 July, 1991 to 15 July, 1992).

I. RECURRING BUDGET

RECEIPTS/INCOME	A	B	C	C - B		
	Actuals 1989/90	Approved Budget 1990/91	Budget 1991/92	1991/92 Budget incre./decr. over 1990/91 budget	1991/92 Budget incre./decr. over 1990/91 budget	
Miscellaneous	50401	36000	40000	+ 4000	+ 11	
Personnel Contr. Services	517459	719400	532700	- 186700	- 26	
<b>T O T A L</b>	<b>567860</b>	<b>755400</b>	<b>572700</b>	<b>- 182700</b>	<b>- 24</b>	
<u>EXPENDITURE/PAYMENTS</u>						
1 * Salaries	1279368	1938100	2311200	+ 373100	+ 19	
Personnel Contr. Services	517459	719400	532700	- 186700	- 26	
Students' Allow.	224475	373300	393600	+ 20300	+ 5	
2 * Medical Expenses	2424	3000	14000	+ 11000	+ 367	
Supplies and Expenses	43468	75000	86500	+ 11500	+ 15	
3 * Recreation and Socials	9048	10500	13000	+ 2500	+ 24	
Teaching Materials	12710	19600	22000	+ 2400	+ 12	
Uniforms	39365	51900	57000	+ 5100	+ 10	
4 * Maintenance	38933	45000	62000	+ 17000	+ 38	
Transportation	72282	99200	141000	+ 11800	+ 12	
Insurance Property, Land						
Tax of Building	12000	30000	30000	—	—	
5 * Electricity	29710	40000	48000	+ 8000	+ 20	
5 * Water	3624	9000	18000	+ 9000	+ 100	
5 * Telephone	4453	4000	5000	+ 1000	+ 25	
Public Relations	22207	29000	33000	+ 4000	+ 14	
Minor Capital Items	22611	20000	23000	+ 3000	+ 15	
Miscellaneous	6067	9000	10400	+ 1400	+ 15	
<b>T O T A L</b>	<b>2340204</b>	<b>3476000</b>	<b>3800400</b>	<b>+ 294400</b>	<b>+ 9</b>	
<b>Estimated deficit</b>	<b>(1772344)</b>	<b>(2720600)</b>	<b>(3227700)</b>	<b>+ (477100)</b>	<b>+ —</b>	
<b>T O T A L</b>	<b>567860</b>	<b>755400</b>	<b>572700</b>	<b>—</b>	<b>—</b>	

- 1 \* In addition to 15% increase in total salary, education allowance increases and expatriate teacher post is turned to Nepali post.
- 2 \* To facilitate free facilities to students for medical treatment.
- 3 \* To facilitate more recreation equipment.
- 4 \* Planning to make an agreement for telephone & photo copy maintenance.
- 5 \* Increase in the charges of electricity, water & telephone.

CAPITAL FUND BUDGET REQUESTED FOR 2048/49  
July 15, 1991 to July 14, 1992 (Shrawan 1, 2048 to Ashadh 2949)

1. Furniture:

a) 40 desk and chairs @ Rs. 1800 each	72000
b) 10 racks @ Rs 600 each	6000
	<u>78000</u>
	78000

2. Solar Heater System in students bath room 35000

3. Electricity fan for dormitory & wire line fitting-  
fitting charges 13 @ Rs 2500

a) Fan	32500
b) Electricity fitting	10000
	<u>42500</u>
	42500

4. Stage 18000

5. Speaker 25000  
TOTAL 198500

**Mental Health Programme**  
**Annual Budget for July 1991 - July 1992**

	Approved Budget 1990/91	Proposed Budget 1991/92
<b>Income</b>		
Services fees	34,475	-
Grants	270,045	279,000
PCS (4 FTE)	205,380	290,000
	<hr/>	<hr/>
	509,900	569,000
	<hr/>	<hr/>
<b>Expenditure (Recurring)</b>		
Salary (Adm. Officer (3/4))	-	65,000
(Contract Staff)	7,140	-
(Driver)	-	43,000
PCS	205,380	290,000
Research	-	14,000
Office supplies & Expenditure	-	20,000
Material Development	35,597	30,000
Literature	13,242	20,000
Travel	32,999	90,000
Drugs for CDHP	-	25,000
Dhulikhel Jail	-	46,400
In collaboration with HMG		
a) Lalitpur District	-	100,000
b) Western Region (Pokhara)	-	300,000
Community Mental Health Seminar	-	50,000
Contingencies	8,755	40,000
Vehicle running costs	-	50,000
Miscellaneous	-	-
Cost of Goods sold	(120)	-
	<hr/>	<hr/>
	302,993	569,000
	<hr/>	<hr/>
<b>Expenditure - CAPITAL</b>		
Computer Printer	17,500	
Vehicle	900,000	
	<hr/>	<hr/>
	917,500	
	<hr/>	<hr/>
Total	2,306,400	
	<hr/>	<hr/>

## Budget Explanations

### Recurring:

#### 1. Salaries

Administrative Officer is increased from half-time to three quarters time due to increased work and increased number of staff in the program.

Driver's salary: This is a new addition this year.

#### 2. Material Development

This is increased to include the cost of a short T.V. documentary/educational program.

#### 3. Travel

1990/91 budget included a large travel budget item which has not yet been used due to problems in permission from India. This trip may now occur in 1991/92 period, instead of 90/91, and will allow 3 members of the team to visit other C.M.H. work in Asia. It is also budgeted to allow one other member to attend a conference in Delhi in February, 1992.

#### 4. Drugs for CDHP

This had previously been deleted; on the basis that an integrated program should have an integrated budget. This has not been possible - the mental health drugs budget putting health posts into debt. It seems realistic in line with other specialist programs integrated into community health services, that this budget should remain above and beyond the regular health post budget.

This philosophy has been followed in the Biratnagar based work also: and is budgeted for in the Western Region program, and in Lalitpur.

#### 5. In Collaboration with HMG

a) Lalitpur District

b) Western Region (Kaski District)

Please see budget for Kaski to detail this. (Appendix I)

#### 6. Community Mental Health Seminar. See Appendix II

#### 7. Vehicle running costs: Again this is a new addition this year and related to the purchase of a vehicle. It is calculated from C.S.D. guidelines.

Oral Health Programme  
Annual Budget for July 1991 - July 1992

	Actuals 1989/90	Approved Budget 1990/91	Proposed Budget 1991/92
<b>Income</b>			
Grant	-	30,000	45,500
Miscellaneous Income	-	-	-
PCS	8,460	8,500	8,500
<b>Total</b>	<b>8,460</b>	<b>38,500</b>	<b>54,000</b>
 <b>Expenditure</b>			
PCS	8,460	8,500	8,500
Travel/accommodation	120	2,000	2,000
Preventive Programme (Set up)	-	-	2,000
Educational Manual	-	18,000	30,000
Journal Subscription	-	2,000	2,500
Research	3,543	5,000	5,000
Miscellaneous	387	3,000	4,000
IOM curriculum Development	-	-	-
	<b>12,510</b>	<b>38,500</b>	<b>54,000</b>
 <b>Personnel</b>			
Expatriate	FTE 0.1		

<u>Recurring Budget</u>	Actuals 1989/90	Approved Budget 1990/91	Budget 1991/92	1991/92 Budg: % Incr. (Decr.) Over 1990/91 Budget
<u>Income:</u>				
P.C.S.	84,600	73,000	94,300	+ 29% 1
Grant	-	255,600	372,500	+ 10%
Miscellaneous Income/Sales	9,818	-	24,700	-
	<u>94,418</u>	<u>328,600</u>	<u>491,500</u>	+ 22%
<u>Expenditure:</u>				
P.C.S.	84,600	73,000	94,300	+ 29% 1
Salaries	50,333	63,000	101,400	+ 61% 2
Training/Research	1,589	5,600	14,500	+ 159% 3
Materials production/Purchase	8,943	145,000	131,900	- 9% 4
Reference materials/Books/Subscriptions	11,166	18,000	16,900	- 6%
Special office supplies	(n.a.)	2,000	2,000	0
Minor equipment/Miscell.	1,975	3,000	6,500	+ 117% 5
Travel (including allowances)	6,440	19,000	31,000	+ 63% 6
	<u>165,046</u>	<u>328,600</u>	<u>399,500</u>	+ 22%
<u>Capital budget items:</u>				
1 Typewriter, Nepali			15,000	
1 Video unit: camera, TV monitor and VCR			<u>77,000</u>	<u>92,000</u>
		Total		<u>491,500</u>

Budget footnotes:

- 1 P.C.S.  
The 73,000 figure for 1990-91 which is lower than actuals for 1989-90, reflects a 3 month absence from Nepal, hence the higher % of increase when compared to 1991/91 budget figure.
- 2 Salaries  
The 1990/91 budget represents FTE salary of the Ass't. N.C. (excluding gratuity); the salary of the 1/2 FTE salary of the secretary was not included. The 1991/92 budget includes salary + gratuity for both these posts, hence the large increase.
- 3 Training & research  
A number of projects are long overdue; with increased auxiliary support available these will be able to be done, hopefully.
- 4 Materials production  
Both 1990/91 and 1991/92 budgets include a 100,000 figure for production of a book; work is temporarily on hold. (Money is available for this). The 1990/91 budget also includes the costs of video production which are quite high; production is yet to begin. In case the acquisition of a video unit (see Capital budget) is not approved, the 1991/92 materials production budget will need to be increased by Rs 70,000. (use of the video unit to be shared by NFE and other educational efforts, by mutual agreement). Approximately Rs 25,000 of the 1991/92 budget should be recovered (income/sales) within the one-three year period.
- 5 Minor equipment/Miscell.  
Two items totaling Rs 3,500 were shifted from Capital to Recurring Budget.
- 6 Travel  
The 1990/91 budget includes project visits to health services-related projects only. Since the nutrition section serves all UMN projects, 1991/92 budget reflects this increased coverage.

UMN/INF MEDICAL SUPPLIES DEPARTMENT  
PROPOSED RECURRING BUDGET FY 1991/92

ITEM	Actuals	Approved	Proposed	% +/-
	1989/90	Budget	Budget	Over 89/90
	LAST FY	1990/91	1991/92	Budget
<b>INCOME</b>				
Sale of Med. & Suppl.	10,479,598	9,500,000	12,000,000	26.3%
PCS	59,250	131,500	79,470	-39.6%
Donation ECHO			43,300	
Income capital items	15,000			
<b>Total Income:</b>	<b>10,553,848</b>	<b>9,631,500</b>	<b>12,122,770</b>	<b>25.9%</b>
<b>EXPENDITURES</b>				
Cost of Goods Sold				
Opening Stock Bal	3,824,205	3,700,000	4,000,000	8.1%
Purchases	9,120,703	9,200,000	11,750,000	27.7%
Less Closing Stock Bal	3,752,576	4,000,000	4,500,000	12.5%
<b>Tot. Cost of Goods Sold</b>	<b>9,192,332</b>	<b>8,900,000</b>	<b>11,250,000</b>	<b>26.4%</b>
General and Admin.				
Salaries	90,595	104,800	156,500	49.3%
PCS	59,250	131,500	79,470	-39.6%
Rent	32,500	52,500	120,000	128.6%
Transport	21,408	23,000	50,000	117.4%
CPS Travel	0	0	5,000	NEW
Office Supplies	27,908	28,800	33,000	14.6%
Store Supplies	0	0	38,000	NEW
Utilities	2,952	4,400	16,000	263.6%
Maintenance	10,793	18,200	20,000	9.9%
Literature	0	10,000	11,000	10.0%
Minor Equipment	4,350	9,000	15,000	66.7%
Miscellaneous	6,559	3,600	4,000	11.1%
Insurance	4,869	9,000	9,000	0.0%
<b>Total General and Admin</b>	<b>261,184</b>	<b>394,800</b>	<b>556,970</b>	<b>41.1%</b>
Capital items	0	67,800	290,000	8
<b>TOTAL EXPENDITURES</b>	<b>9,453,516</b>	<b>9,362,600</b>	<b>12,096,970</b>	<b>29.2%</b>
<b>SURPLUS/(DEFICIT)</b>	<b>1,100,332</b>	<b>268,900</b>	<b>25,800</b>	

Explanation of variances in proposed budget:

1. Including new purchaser, peon and night guard.
2. Anticipating moving to a new building.
3. Depending on new location CSD vehicle will be used much more.
4. Consultant Pharmacy Service travel.
5. Reallocation of budget (items needed in store).
6. Much higher electricity and telephone costs in new office.
7. Including WP 5.1
8. Capital budget includes:
  - \* AT-computer
  - \* Power supply unit
  - \* Vaccine refrigerator
  - \* Furniture new office
  - \* Chemical store

NRs	70,000
NRs	21,000
NRs	100,000
NRs	70,000
NRs	(29,000)

**Seconded Health Workers**  
**Annual Budget for July 1991 - July 1992**

	Actuals 1989/90	Approved Budget 1990/91	Proposed Budget 1991/92
<b>Income</b>			
PCS	248,265	676,200	282,900
	<hr/>	<hr/>	<hr/>
	248,265	676,200	282,900
<b>Expenditure</b>			
<b>Recurring</b>			
PCS	248,265	676,200	282,900
Minor Equipment/Supplies/ Transportation	1,976	18,000	30,000
	<hr/>	<hr/>	<hr/>
	250,241	694,200	312,900
<b>Deficit</b>			
	1,976	18,000	30,000
	<hr/>	<hr/>	<hr/>
<b>Capital</b>			
Overhead Projector - IJM			25,000
			<hr/>

(This budget does not include secondments from the Mental Health Programme)

MISSIONWIDE BIOMEDICAL MAINTENANCE.  
BUDGET 1991-92.

REVENUE	1989-90 Actuals	1990-91 Budget	1991-92 Budget	Diff. %
Maintenance unit service/fees	73740	123500	176250	43
P.C.S.	60396	69500	217000	212 (1)
Total Revenue	134136	193000	393250	
EXPENSES				
SALARIES				
Maintenance Unit	103273	109800	147100	
P.C.S.	60396	69500	217000	
RECURRING BUDGET ITEMS				
Supplies	0	3500	4200	20
Minor Equipment	1195	1600	1900	19
Travel	1599	2400	2900	21 (2)
Miscellaneous	1350	1400	1700	21 (2)
Stationery	-----	2500	3000	20
Computer Maintenance	-----	2300	2750	19
Accommodation	-----	-----	12700	(3)
Total Expenses	167813	193000	393250	
Net Surplus <Deficit>	-33677	0	0	

Personnel      Expatriate : Two  
                  Nepali      : Two

- 3) Due to 2nd. expatriate post.
- 2) Overall increase on all line items is 20%.
- 3) New item to cover rent at Patan Hospital.

CAPITAL ITEMS

1)	Oscilloscope, 20MHz delayed sweep.	29500
2)	Function generator, 0-10Mhz.	24500
3)	Two off, variable power supplies, 0-24V, 0-3A.	23400
4)	Two off, 4.5 digit multimeters.	12600
5)	Two off, soldering stations, one portable.	6900
6)	Set of hand tools. (For 2nd.technician).	7600
	TOTAL	104500

22 feb '91

## RURAL DEVELOPMENT CENTRE (RDC)

(Operational summary budgets 1991/1992) (Amounts in Rs. '000)

total actuals 1989/1990	total budget 1990/91	details	total budget 1991/92	Administration		AHIP		HASP		TREE		MSSTP		RICP		FARM		
				! 90/91	! 91/92	! budget	! budget	! 90/91	! 91/92	! budget	! budget	! 90/91	! 91/92	! budget	! budget	! 90/91	! 91/92	
666907	630.7 PCS		842.5 1)	199.0	228.0	117.0	212.0	97.3	124.1	98.0	124.0	49.9	113.9	69.5	40.5			
55322	93.0 Rent refund		130.0 2)	93.0	130.0													
53427	87.5 Vehicle		100.0		87.5	100.0												
24177	20.0 Motorcycle		33.0 3)	20.0	33.0													
69954	70.0 Photocopier		70.0		70.0													
36095	80.0 Computer		70.0		80.0	70.0												
34527	40.0 Telephone		43.0		40.0	40.0											3.0	
18608	14.0 Sales agr. products		15.0					6.0	6.0							8.0	9.0	
55682	80.0 Sales livestock prod.		80.0													80.0	80.0	
127865	120.0 Sales medicines		132.0			60.0	60.0									60.0	72.0	
3535	8.0 Rental fee of equipm.		6.0 4)													8.0	6.0	
55964	52.0 Sales train. material		29.5 5)			10.0	8.0	25.0	6.5	17.0	15.0							
235477	290.0 Training course		245.0			135.0	110.0	100.0	45.0	40.0	55.0	15.0	35.0					
380313	522.8 Support adm.serv.		718.0 6)	522.8	718.0												333.7 474.2	
261406	333.7 Support farm serv.		474.2 7)															
58503	150.0 Catering service		120.0 8)														150.0 120.0	
1686673	3,780.6 Grants		4,580.3	1,160.0	805.5	852.2	1,568.1	598.5	809.8	447.5	628.6	345.4	499.7	307.0	268.6	70.0		
55676	59.0 Service income		44.0 9)			15.0	15.0	1.0	1.0	13.0	5.0	20.0	20.0	10.0	3.0			
20321	28.0 Miscellaneous		28.5		5.0	7.5	6.0	6.0	2.0	2.0		5.0	5.0	5.0	3.0	5.0	5.0	
3900432	6,987.3			7,761.0	2,784.8	2,202.0	1,195.2	1,979.1	829.8	994.4	615.5	827.6	435.3	673.6	391.5	315.1	714.7	769.2

659

160	total actuals 1989/90	total budget 1990/91	details EXPENSES:	total 1991/92	Administration		AHIP		MASP		TREE		MSSTP		RICP		FARM		
					!budget ! 90/91	!budget 91/92													
	666907	630.7	PCS	842.5	1)	199.0	228.0	117.0	212.0	97.3	124.1	98.0	124.0	49.9	113.9	69.5	40.5		
	1074482	1,543.3	Salary	1,975.6	10)	396.3	587.0	139.0	128.9	318.0	429.3	176.0	226.0	122.5	187.7	117.5	18.0	274.0	398.7
	69687	60.0	Casual labour	66.0						20.0	20.0								
	144377	173.5	Travel & allowances	190.0		30.0	33.0	29.0	25.0	20.0	40.0	30.0	25.0	25.0	40.0	30.0	15.0	40.0	46.0
	166764	228.9	Rent, maint. & repair	262.4	2)	112.0	130.0	15.0	15.0	12.0	10.0	29.0	29.0	22.4	39.4	14.5	14.0	24.0	25.0
	8148	51.5	Furniture	58.0		5.0	15.0	24.0	24.0	8.5	5.0	1.0	1.0	8.0	8.0			5.0	5.0
	37000	0.0	Kingsvisit	50.0															
			Training & Scholarshi	699.0	18)				565.0				84.0						
	89121	184.2	Office supply/support	191.0		78.0	89.0	30.0	30.0	14.0	14.0	35.0	35.0	8.0	12.0	15.0	7.0	4.2	4.0
	43207	78.0	Books & resources	82.0		25.0	25.0	5.0	5.0	21.0	25.0	20.0	20.0	2.0	2.0	5.0	5.0		
	48696	60.0	Vehicle	70.0		60.0	70.0												
	16413	17.0	Motorcycle	33.0	3)	17.0	33.0												
	36458	52.5	Photocopier	52.5		52.5	52.5												
	13299	29.0	Computer	25.0		29.0	25.0												
	35807	40.0	Telephone	43.0		40.0	40.0												
	9677	15.5	Agricultural supply	17.0						6.0	8.0							3.0	
	7421	10.0	Tools & equipment	28.9	11)					4.0	22.9							9.5	9.0
	3635	21.5	Purchase of livestock	21.5														6.0	6.0
	19182	35.0	Feed	35.0														21.5	21.5
	115911	122.0	Medicine expenses	138.0				72.0	75.0									35.0	35.0
	2065	5.0	Promotion material	12.0														50.0	63.0
	139781	266.0	Train. material/equip	153.0	12)			150.0	50.0	65.0	32.0	25.0	20.0	20.0	50.0	6.0	1.0		
	144746	267.0	Training course	202.0				90.0	60.0	100.0	55.0	40.0	55.0	30.0	30.0	7.0	2.0		
	9546	5.0	Org. of seminars	10.0	13)	5.0	10.0												
	15770	68.0	Study tour/seminar	64.0		10.0	10.0	3.5	8.5	12.5	12.5	11.0	9.0	15.0	10.0	10.0	5.0	6.0	9.0
	22615	67.0	Staff training	93.4	14)	7.5	13.0	25.0	35.0	7.0	17.4	7.5	8.0	10.0	15.0	10.0	5.0		
	27239	45.5	Research/demonst.	54.0	15)			36.0	36.0	3.0	8.0	3.0	5.0	3.5	5.0				
	11012	14.5	Eco-agric. course	5.0						14.5	5.0								
	0	50.0	Program evaluation	50.0				50.0	50.0										
	261406	333.7	Farm support	474.1	7)			300.7	431.1			33.0	43.0						
	362313	485.0	Administr.service	678.0	6)			97.0	133.6	97.0	143.6	97.0	133.6	97.0	133.6	97.0	133.6		
	22925	27.0	Mail service	11.0	16)	27.0	11.0												
	54204	150.0	Catering service	120.0	8)													150.0	120.0
	3450	13.0	Minor capital items	53.0	17)	10.0	11.0	15.0		5.0		3.0	22.0						
	63031	71.0	Miscellaneous	68.0		14.0	14.0	12.0	10.0	10.0	10.0	10.0	10.0	10.0	5.0	5.0	7.0	10.0	12.0
	3746295	5,240.8		6,927.9		1,117.3	1,396.5	1,195.2	1,909.1	829.8	986.8	615.5	827.6	426.3	673.6	391.5	315.1	644.7	769.2
				(805.5)		(70.0)		(7.6)		0.0		0.0		0.0		0.0			

22 feb '91      R U R A L D E V E L O P M E N T C E N T R E (R.D.C.)      (Capital budgets 1991/1992)      Rs. 000

total	total	details	total	Administration	IAHIP	FARM	IASP	MSSTP
actuals	budget		budget	budget	budget	budget	budget	budget
1989/90	1990/91	EXPENDITURE:	1991/92	90/91	91/92	90/91	91/92	90/91
		800.0 Stafftraining		800.0				
		47.0 Audiovisual equip.		47.0				
		21.0 Camera's (3)		21.0				
		50.0 Video screen & deck		50.0				
		30.0 Video camera		30.0				
		70.0 Replacement old farmb		70.0				
		80.0 Motorbike (H-125/185)		80.0				
		70.0 New goatshed				70.0		
		Renovation at farm	70.0			70.0		
		Vehicle (jeep/van)	800.0	1)	800.0			
		62.0 Computer		62.0				
1250		Telephone						
17532		Dictaphone						
51415		Distance meter						
		0.0 Solar Pannel	7.6				7.6	
		3.5 Abney level						3.5
		Heater	5.5		5.5			
70197	1,233.5		883.1	1,160.0	805.5	0.0	70.0	0.0
						70.0	0.0	7.6
							7.6	3.5
							0.0	0.0

RDC - POKHARA  
BUDGET 91/92

Operational Budget

NOTES:

1. 8.3 FTE
10. 36.2 FTE (including a Nepali director)
2. Rent will be for RDC office some Rs. 130,000
3. Price per km is gone up to 3.50/km and the Honda 125 needs a repair estimated on Rs. 15,000.
4. Less use of material from farm expected.
5. Quite some material will be sole in/during training courses and the income comes under "Training Course".
6. The Adm. Budget includes salary for a Nepali director. ASO will be charged some Rs. 49,000/- for Admin. service.
7. Salary budget from farm was not realistic and therefor quite an increase. AHIP pays Rs. 431,100 and TREEs Rs. 43,100.
8. Less courses planned at the farm.
9. TREEs and RICP is not involved in consultancy any more an so on income for his expected.
12. Last year's budget included a reprint of AHIP book.
13. Budget for 4 workshops was too low (Women affairs/planning -reporting).
14. AHIP is planning to send 2 staff member to India for a short goat training.
15. WSSTP will establish a demonstration unit in the WSSTP workshop (for store-courses etc.).
16. RDC is using the mail system according to the "weight" for 15%.
17. The level of capital items have raised to 5000. Some more equipment falls into this category.
18. AHIP, D. Poudel, M.Sc. Animal Production  
TREEs, B. Silwal, B.Sc. Forestry  
B. Khadka, ...  
G. Khadka, ...

RICP, P. Singh, MA, rural Development

Capital Budget

1. New jeep/van to transport ca 15 people. The old jeep will be used mainly in Pokhara and for transport of goods (feed, water pipes etc.), while the new one will be used to transport people (trainees) on trips.

## POKHARA AREA SERVICES

BUDGET for 1991/92

(16/7/91 - 16/7/92)

	Actual 1989/90	Approved Budget 90/91	Budget 91/92	1991/92 Bdgt. % Incr (Decr) Over 1990/91 Budget
<u>INCOME</u>				
PCS	30,195	35,000	44,300	1) 27
Mail service	28,661	33,500	19,000	3) (43)
Rent	-	-	6,000	4) -
Miscellaneous	10,905	5,000	5,000	0
TOTAL INCOME	69,761	73,500	74,300	1
<u>EXPENDITURE</u>				
<u>Recurring</u>				
PCS	30,195	35,000	44,300	1) 27
Mail bag	55,185	66,900	76,000	2) 14
Travel & allowance	5,718	6,500	8,000	5) 23
Rent	177,495	215,000	235,000	9
Repairs	4,785	10,000	10,000	0
Furniture	6,923	16,000	6,000	6) (62)
Office supply & support	2,774	1,500	3,300	7) 120
RDC Administrative ser.	40,000	40,800	49,800	22
Recreation	-	-	1,500	8)
Miscellaneous	-	1,500	1,000	7) (33)
TOTAL RECURRING	323,075	393,200	434,900	11
Deficit			360,600	

Note:

- 1) FTE 0.5
- 2) FTE 1.0
- 3) RDC contributions cut from 40% to 15%.
- 4) Rent for long term storage.
- 5) Jeep charge increased from Rs. 4.50 to Rs. 6 per Km.
- 6) Only 1 new expatriate expected.
- 7) 90/91 Budget erroneously split between Miscellaneous and office supply and support.
- 8) Speakers expenses for Project Retreat.

91/92 Number of people served

19 Adults

14 Children

Out of which 4 adults and 4 children reside in GBS accommodation.

Present Housing Allowances

Families	2,000
Single	1,700

Proposed Housing Allowances

	91/92
Families	2,350
Single	1,950

Surkhet Community Development Project  
for  
Income Generation and Development of Cottage Industries  
Budget 1990-93

Programmes	Actual 1989/90	Approved 1990/93 Budget	Approved 1990/91 Budget	1991/92 Budget	% inc (dec.)	Notes
<b>INCOME</b>						
Grant	1,585,172	7,417,700	1,871,800	2,449,700	31%	1) As earlier budgeted
P.C.S.	355,770	1,191,000	343,000	220,000	-36%	2) 4 to 2 expatriates
Peoples' Contribution	182,805	539,000	155,200	200,000	29%	3) recalculation
Vehicles	-	-	-	50,000		4) Use payment
<b>TOTAL EXPENSES</b>	<b>2,123,747</b>	<b>9,147,700</b>	<b>2,370,000</b>	<b>2,919,700</b>	<b>23%</b>	
P.C.S	355,770	1,191,000	343,000	220,000	-36%	2) 2 Expatriates
Admin. Salary	-	886,500	255,300	293,600	15%	
Travel	-	65,900	19,000	22,800	20%	5) Extra with vehicle use
Office Supplies	67,962	243,100	70,000	80,500	15%	
Vehicles	-	-	-	50,000		6) For running costs.
Minor capital	-	-	-	15,000		7) 2 batteries + software
Project investigatio	400	0	-	5,000		8) New location search
Scholarship Training	-	-	-	2,000		9) I. Com. local
Conservation Salary	480,902	145,800	42,000	53,000	26%	10) New increases
Peo. Cont	182,805	90,300	26,000	25,500	-2%	
Travel	-	52,000	15,000	18,000	20%	5)
Supply	36,081	197,900	57,000	65,500	15%	
Health Salary	-	360,100	103,700	136,000	31%	10)
Peo. Cont	-	24,300	7,000	21,000	200%	3)
Travel	-	55,600	16,000	19,200	20%	5)
Supply	30,650	159,700	46,000	52,900	15%	
IG Salary	-	219,200	63,100	83,000	32%	10)
Peo. Cont	-	8,700	2,500	12,700	408%	3)
Travel	-	41,700	12,000	14,400	20%	5)
Supply	56,054	263,900	76,000	87,400	15%	
NFE - Salary	-	305,600	88,000	136,000	55%	10)
Peo. Cont	-	65,300	18,800	49,000	161%	3)
Travel	-	39,900	11,500	13,800	20%	5)
Supply	76,997	347,300	100,000	115,000	15%	
Training Scholarship	-	-	-	53,000		11) BA.Ed. Kathmandu
W/D Salary	-	332,000	95,600	120,000	26%	10)
Peo. Cont	-	9,700	2,500	4,800	92%	3)
Travel	-	59,100	17,000	20,400	20%	5)
Supply	20,759	243,100	70,000	80,500	15%	
W/S Salary	-	278,800	80,300	92,300	15%	
Peo. cont	-	342,700	98,700	87,500	-11%	
Travel	-	83,300	24,000	28,800	20%	5)
Supply	415,115	1,736,200	500,000	575,000	15%	
Training Scholarship	-	-	-	65,000		12) B.Sc. Eng. India
<b>Subtotal</b>	<b>1,723,495</b>	<b>7,848,700</b>	<b>2,260,000</b>	<b>2,718,600</b>	<b>20%</b>	
Contingency	142,663	550,000	10,000	201,100		
Undesignated		750,000				
Capital vehicle			325,000			
<b>FTE</b>	<b>- 2 Expatriates</b>	<b>1,866,158</b>	<b>9,148,700</b>	<b>2,595,000</b>	<b>2,919,700</b>	
	<b>- 16 Nepali</b>					
						13) 250,000 redesignated through the 91/92 budget. 500,000 is for 92/93

Surkhet A.S.O.

Income	Actual 1989/90	Approved 1990/91 Budget	Requested 1991/92
P.C.S	5,900	5,900	6,800
<b>Expenditure</b>			
P.C.S	5,900	5,900	6,800
Rent	19,957	20,000	50,000
Water	2,340	1,450	2,000
Furniture	(527)	6,000	10,000
Mail	3,585	12,000	12,000
Recreation	1,004	1,000	1,200
<b>Total Expenditure</b>	<b>32,259</b>	<b>46,350</b>	<b>82,000</b>
<b>Deficit</b>	<b>(26,359)</b>	<b>(40,450)</b>	<b>(75,200)</b>

Adults 4 and 6 Children

OKHALDHUNGA PROJECT  
RURAL DEVELOPMENT PROGRAMME  
ANNUAL BUDGET 1991-92

INCOME	approved				% Incr/ Decr
	Actuals 1989/90	Budget 1990/91	Budget 1991/92		
From Donors	241	2,822	3,125	+ 11	
PCS	283	421	511	+ 21	
Mis.	40	50	50	0	
	564	3,293	3,686		
<hr/>					
<b>EXPENDITURE - Recurrent</b>					
1. Administration					
Salaries	13	126	157	+ 25 (1)	
PCS	60	118	135	+ 14	
Travel+Allowance	20	20	22	+ 10	
Rent	11	5	3	- 60 (1)	
Materials	2	20	20	0	
Miscellaneous	11	10	3	- 66 (1)	
	117	299	340	+ 14	
<hr/>					
2. Non-Formal Educ.					
Salaries	132	215	247	+ 15	
PCS	54	82	94	+ 15	
Travel+Allowance		80	105	+ 31 (2)	
Rent		5	6	+ 20 (2)	
Materials	165	330	310	- 6	
Training		50	60	+ 20 (2)	
	351	762	822	+ 7	
<hr/>					
3. Drinking Water					
Salaries	162	152	174	+ 14	
PCS	32	57	94	+ 64 (3)	
Travel+Allowance		75	86	+ 15	
Rent		3	4	+ 33 (2)	
Materials	775	928	1,067	+ 15	
Training		20	12	- 60 (2)	
	969	1,235	1,437	+ 16 (4)	
<hr/>					
4. Forestry					
Salaries	68	81	164	+102 (5)	
PCS	63	82	94	+ 15	
Travel+Allowance		53	31	- 70 (5)	
Rent		3	4	+ 33 (2)	
Materials	54	122	90	- 35 (2)	
Training	63	25	35	+ 40 (1)	
Train. and Scholar.			35		
	248	366	443	+ 21	

5. Agriculture				
Salaries	125	142	163	+ 15
PCS	54	82	94	+ 15
Travel+Allowance	54	60	69	+ 15
Rent		5	5	+ 0
Materials	84	61	70	+ 15
Training		20	23	+ 15
<b>Total</b>	<b>317</b>	<b>370</b>	<b>424</b>	<b>+ 15</b>
<b>Subtotal</b>	<b>2,002</b>	<b>3,032</b>	<b>3,476</b>	<b>+ 13</b>
Contingencies	852	155	170	+ 10
<b>TOTAL RECURRING</b>	<b>2,854</b>	<b>3,187</b>	<b>3,646</b>	<b>+ 13</b>
<b>EXPENDITURE - CAPITAL</b>				
Slide projector			10	(6)
Inverter+Stabiliser			15	(6)
Computer Software			15	(6)
<b>TOTAL CAPITAL</b>	<b>60</b>	<b>106</b>	<b>40</b>	<b>- 15</b>
<b>TOTAL EXPENDITURE</b>	<b>2,914</b>	<b>3,293</b>	<b>3,686</b>	<b>+ 12</b>

- (1) Budget corrected.
- (2) Budget adjusted according to half year actuals of 1990-91.
- (3) Post was not filled for 12 months previously.
- (4) Envisioned a major need for the comming years.
- (5) Salaries and Allowances were budgeted differently the year before; one staff level was changed.
- (6) Capital budget added to the longterm budget.

Expatriate 5  
Nepali 17

Nisikot Forestry Programme

Annual Plans 1991/92

Description

Nisikot Forestry Programme goes into its second year of community capacity development with a primary emphasis on the forestry sector.

Objectives

- I. In cooperation with local committees and the District Forestry Office a motivation and education programme will continue around user group formation, protection, legal registration of community forest and handover, and tree planting.
- II. With the local community, discussion will continue on how the nursery could become locally managed.
- III. Approved existing research will be maintained with community. The project and committee will utilize Forest Research Project in any possible action research the community requires.

Personnel 6 nepali Staff (plus 5 nursery contract).

Budget 1991/92 (Already committed by USAID)

Salary	414,000
TA/DA	38,000
Maintenance rent	80,000
Office supplies/equip.	56,000
Training materials	30,000
Community Extension	400,000
Staff Training	38,000
Research Support	100,000
Contingencies	13,000
<hr/>	
Total	1,169,000
Admin. Support	58,400
<hr/>	
Sub. total	1,227,400
5% inflation	77,800
<hr/>	
Total Rs.	1,305,200
<hr/>	
International Travel \$ 3000	
Computer Equip. \$ 5000	
<hr/>	
Total \$ 8000	280,000
<hr/>	
	1,585,200

Rs. 35/\$

Village Training and Leather Training Unit

Four year budget (roughly calculated)

	Year 1	Year 2 (1)	Year 3 (1)	Year 4 (1)	Total
Salary (2)	64,800	74,520	85,700	98,550	323,570
Travel (3)	39,000	44,850	51,580	59,310	194,740
Board + Lodging					0
Administrati - materials	5,000	5,750	6,610	7,600	24,960
Technical - materials	15,000	17,250	19,840	22,810	74,900
Equipment + Manpower Training (4)	100,000	0	0	0	100,000
Sub-Total	223,800	142,370	163,730	188,270	718,170
Contingency (5)		7,120	12,280	18,830	38,230
<b>Total</b>	<b>223,800</b>	<b>149,490</b>	<b>176,010</b>	<b>207,100</b>	<b>756,400</b>

(1) An annual 15% inflation figure is used.

(2) 2 staff

(3) Figuring 3/4 time travel

(4) To be purchased by staff over life of project

(5) Year 2 = 5%; Year 3 = 7.5%; Year 4 = 100

# **UNITED MISSION TO NEPAL**

## **OVERVIEW REPORTS FOR 1990/1991**

**(Appendices to November 1991 Board Minutes)**

## **CONTENTS**

### **Overview Reports**

		<u>Pages</u>
APPENDIX A	Education Department.....	1
APPENDIX B	Engineering & Industrial Development Department.....	3
APPENDIX C	Health Services Department.....	6
APPENDIX D	Rural Development Department.....	12
APPENDIX E	Personnel Department.....	14
APPENDIX F	Treasurer's Report and Consolidated Statements.....	17
APPENDIX G	Executive Director's Office.....	28
APPENDIX H	Headquarters Project.....	29
APPENDIX I	Missionwide Support Project.....	31

## APPENDIX A

### EDUCATION DEPARTMENT Overview Report 1990/91

#### 1. Education Department Personnel:

Both the Education Secretary and Assistant Education Secretary are new to their positions. The transition of leadership is going well with new relationship patterns being established.

The Education Department has highly committed, talented workers who have caught the vision of the power of education to aid the process of transformation of individuals and society.

#### 2. New opportunities in Education

The new political environment has created new expectations in many communities. A National Education Commission is studying Nepal's education system to suggest reforms to the government. Indications are that there will be expanded opportunities for international organization's involvement in the education section. Many areas seem to be in line with UMN Education Department's long-term goals and can make use of our experience. The Education Department has received numerous visits and letters inviting UMN participation. A major task of the Education Department is to prioritize requests to and make a plan for responding to the new opportunities.

Private Schools are being encouraged. The Kathmandu Valley Campus agreement has modeled a new direction in education development.

#### 3. UMN Programme Evaluation

Current education programmes are being evaluated to ensure that past needs are currently present and that UMN goals and objectives are being met. In particular, Training and Scholarship, Business School and Gandaki Boarding School are Programmes looking closely at their future role in meeting education needs.

Education Programmes are powerful tools for meeting the objectives of UMN. Great appreciation has been expressed by HMG officials and private individuals for the many ways UMN has and is contributing to Nepal's development through education.

#### 4. UMN Education Department Evaluation

Currently three mission-wide support functions within Education Department require heavy time and emotional commitments by staff. They are Children's Education Support Programme, LOP, and TSP. These commitments take needed time from the essential task of responding creatively to new opportunities in Nepali education. Hopefully, support programmes can be restructured to allow UMN Education Department to put higher priority on Nepali education.

The Education Department also feels the need for a Senior Nepali Education Consultant to improve the process of responding in the new education environment and to form closer relationships with the various sectors in which UMN has involvement or wishes to have involvement.

## 5. Agreements

Agreement for continued involvement in Jumla was signed. The Non-Formal Education Jajarkot Project agreement was signed and work started in an entirely new area of Nepal. The Kathmandu Valley Campus agreement was concluded and offers an exciting new model to work in the private sector. The Education Service Office letter of understanding is in the final stages of approval.

## APPENDIX B

### ENGINEERING AND INDUSTRIAL DEVELOPMENT Overview Report 1990/91

#### A. ANNUAL SUMMARY

The following overview is made with reference to the section entitled "Strategies" in the EID Long-term Strategy Paper which you should have in your "Appendices to November 90 Board and Executive Committee Minutes".

1. Relationship with EID Related Organizations: Substantial progress has been made in this. The Butwal Engineering Works/Nepal Hydro and Electric (BEW/NHE) share structure is currently being rationalized and simplified and NHE will become the shareholder in BEW. The process of agreeing to the handover of Butwal Technical Institute (BTI) to the Council for Technical Education and Vocational Training (CTEVT) is in its final stages, and BTI will be a legally recognized institute not needing an agreement to continue.. Butwal Wood Industries (BWI) has fulfilled its purpose and is in liquidation. More Nepalis are coming into senior positions in the organizations.

A major issue facing our related organizations, and UMN as shareholder, is tax liabilities accrued over the years. Much of this is results from past ignorance of the tax laws.

2. Relationship with Non-EID Related Organizations: Virtually no progress has been made in this area, except for some initial contacts with Nepal Industrial Development Corporation. Although still a high priority, the EID office has been too short staffed to get into this.
3. Role of UMN Expatriates: With strikes and labour problems over the past year, the appointees in Butwal have been in situations where this issue is very real. Initial attempts by the EID Secretary to have all appointees in seconded positions undergo an annual performance review by their supervisor has run into some problems. Part of the problem was that EIDS did not give enough direction to all managers on what was expected. In addition, the issue of expatriate roles is not yet at a point where consensus can be reached.
4. Sectoral Involvement: No new initiatives have been undertaken, although preliminary work in low cost housing indicate that the issues involved are more than technical, with the need for land ownership a major factor in considering any housing discussion. There has been expansion in current sectors in rural electrification and hydropower, particularly in the area of consultancy.
5. Community participation/involvement: The major initiative this past year has been in Andhi Khola. In work related to drinking water, villages have raised substantial amounts of money to pay part of the costs of getting water, and water (even just drinking water) has acquired an economic value. Potential for larger local contributions in cash as well as in kind has broad implications for re-defining the limits of "community participation".

In Jhimruk, we are looking at more involvement in the community rather than community involvement in the project...although as more work in community is started, this will be done in consultation with villagers in the area.

The issue of community involvement in planning even large scale projects is high on the list of "musts" that we will implement in the future.

6. Geographic priorities: Through Development and Consulting Services (DCS), we have started to put people in hill areas (Jumla) to develop small industrial centres. Other than some consultancy work by Butwal Power Company (BPC) Hydroconsult on behalf of the Government, no new initiatives have been undertaken to identify areas for work.
7. Demonstration of Christian Values: We have attempted to model high ethical standards, integrity and servanthood. Of these, as mentioned earlier, servanthood is the most problematic. The EIDO has not concentrated on working with appointees and Nepalis on awareness building and sensitivity training on this issue. In order to address this, the full cooperation and openness on the part of Nepalis is also necessary in order to help us learn more about how appointees are perceived.

#### B. TRENDS/ISSUES

As mentioned above, as EIDS I feel we are able to make progress in almost every area of our long term strategy. This has been in spite of the fact that most of the year we have had only one senior member in the office because of alternating furloughs. Because of shortage of personnel, advisory groups for input on policy matters have not been organized, and company Board of Directors training programmes have been put on hold. This year we will be fully staffed, so more progress can be made. The following trends can be noted:

1. The EIDS and Assistant EIDS have both had extra responsibilities in HQ unrelated to EID work, particularly in personnel matters. This detracts from the amount of time which can be devoted to looking after EID. It also indicates that HQ is not organized well enough and delegates work to whomever is willing. From a departmental efficiency point of view, this extra workload is not desirable.
2. The larger UMN related companies involved in hydropower continue to grow. One consequence of this is that they would benefit from broader international contacts, particular in the area of technical expertise. Although UMN is an ideal vehicle to continue a long term presence in the companies, the desirability of more foreign collaboration may be explored.
3. As we continue our involvement in the industrial sector, experience shows that Government policy is often a deterrent to development of the private sector. An example of this is a tax structure which drains capital out of a company which could be used for reinvestment. At times it is also the vested interests of the some entrenched bureaucrats in government or its related corporations. This means that we face problems which have political implications. However, if UMN can serve as an advocate on behalf of the private sector, it could have a very positive impact on developing an environment where private sector can thrive.

4. More work needs to be done on role of expatriates in secondments, and also on the support systems needed for them.

#### C. CONCLUSION/SUMMARY

To a large extent the EIDO is pleased with the progress made thus far. We have an excellent group of appointees working in EID and also seconded to other departments. There is a high degree of professionalism and commitment in the group. The Nepalis we work with are exceptional, and it is a privilege to be a part of their contribution to the development of Nepal. To a substantial degree the direction the department is headed is in line with and reflects accountability to the Long Term Strategy of EID.

We in the EIDO would like to thank all those who have supported and prayed for us over the past year.

## APPENDIX C

### HEALTH SERVICES DEPARTMENT Overview Report 1990/91

#### 1. Introduction

The Health Services Department of UMN is responsible for the Mission's various health and health-related activities. The mandate for these activities is given in the UMN constitution where it talks about ministering to the needs of the people of Nepal, undertaking proper care and treatment of the sick and prevention of disease as well as the training of the people of Nepal.

#### 2. Summary of Programme reports

##### 2.1 Community Health Programmes (CHPs):

During most of the reporting year Nepal was governed by an interim government. There was a lot of political activity in preparation of national elections. There continued to be a lack of locally elected village leaders with whom CHPs could cooperate. New ways will need to be developed of cooperating with political leaders and government officials.

Our four CHPs are all working in areas where there is a UMN hospital. Coordination of activities and cooperation of activities (especially two-way referrals) continues to receive attention. Functional Coordinating Committees, split jobs between hospital and CHP for a few staff, training activities for community workers using hospital facilities are just a few examples of what happens. A problem is that all the hospitals have a larger catchment area than the local CHPs.

a) Lalitpur Community Development and Health Project: The 135 personnel of this programme are involved in development work in the eight most remote village development areas as well as primary health care activities in 26 areas. Health posts, mobile MCH clinics and local village volunteers have all contributed to an infant mortality rate of just below 40/1000 (national average still 115/1000).

A management review was undertaken as planned, but the process was upsetting and the results only of limited use. Community mental health care and dental care are integrated into the primary health care activities. The project provides field experience on a regular basis to medical, nursing, and other paramedical students.

b) Palpa Community Health Programme: The 46 staff members continued activities in preventive and curative medical care, agricultural development, non-formal education and drinking water schemes in seven village development areas. Volunteer training receives major emphasis. The expatriate director left for furlough and was replaced by a well qualified Nepali person.

c) Gorkha Community Health Programme: The 15 personnel of this programme are involved in primary health care activities, non-formal education and drinking water schemes in five village development areas. Cooperation with the government's district public health office is close, the programme is even supervising five government workers in its area. The non-formal education work received new impetus with the arrival of a non-formal education consultant.

d) Okhaldhunga Primary Health Care Programme: The 20 staff members are involved in primary health care activities in five village development areas as well as district wide tuberculosis control activities. Monitoring of the impact of the programme on health status of its target population has improved over the past year.

## 2.2 Hospitals

All four UMN and UMN-related Hospitals continue to fulfill a need that cannot as yet be taken over by others. The hospital referral system in Nepal is still far removed from unnecessary overlapping and duplication. All hospitals showed an increase in their work load. It has often been stated that hospital care tends to grow beyond reasonable limits and becomes too expensive to provide. To put this in perspective I would like to point out that in our second largest hospital the average per unit cost of one out-patient visit or one in-patient day was Rs. 139 (Around US\$4). The patients paid most of that cost themselves and UMN subsidy was roughly US\$1 per patient. We feel that the care provided in our hospitals is both appropriate as well as efficient.

a) Patan Hospital: This 138 bed hospital is serving ever increasing numbers of out-patients (169,658, 9.7% more than last year) and in-patients (9,289, 7.8% more than last year). Training of staff both formal and on-the-job is an important feature of the work. A major funding agency has been approached about building additional staffquarters in order to make the top floor of the hospital available as ward space; no decision has been made yet.

b) Tansen Hospital: This 102 bed hospital is presently being enlarged to 127 beds. This will greatly help to care for the many people that come. Out-patients numbered 100,218 (up 3.5%) and in-patients 5,525 (up 11%). Especially surgery is in high demand with virtually no alternative facilities to share this load. Strict limitation of patient numbers continues to be enforced sometimes leading to unrest and conflict.

c) Amp Pipal Hospital: This 53 bed hospital attended to the needs of 38,586 out-patients (up 10%) and 2,275 in-patients (up 10%). It emphasises a particular public health concern each year in coordination with the CHP and this year was declared "Tuberculosis Year".

d) Okhaldhunga Hospital: This 20 bed hospital served 16,606 out-patients (up 5.8%) and 1,429 in-patients (up 13%). The new hospital building is progressing well and part of the hospital has already moved into the new buildings. The hospital was able to recruit a Nepali doctor who joined the two expatriate doctors.

### 2.3 Lalitpur Nursing Campus

The Nursing Campus offers a three year certificate level programme. This year the Campus received independent status which means that it no longer operates as a "branch" of the Maharajgunj Campus, but relates directly to the Dean's Office for all academic affairs. UMN continues to be responsible for financing and management. Thirty two out of 34 students passed their final exams and two students were in the top three of all nursing graduates in the country.

### 2.4 Other Programmes

a) Gorkha Tuberculosis Support Programme: The aim of this programme is to strengthen the existing integrated district public health system, to take better care of tuberculosis control activities. Initial information collection and analysis was almost completed; preparations were made for the introduction of short course chemotherapy. More than half of the health posts in the district were visited to collect data and develop relationships.

b) Mental Health Programme: A one year pilot project was started in Dhulikhel jail where many psychiatric patients are detained. It was encouraging to be able to start treatment of this neglected group and give their caretakers appropriate training.

A major emphasis of the programme is the introduction of community based mental health care into integrated systems of public health care. Lalitpur has had this input for many years now, but this year work was started in Morang District and a feasibility study undertaken for work in Kaski District.

A better staffing situation allowed for more input into other UMN projects.

c) Drug Abuse Prevention Programme: This programme was completed this year. Unavailability of a new director prevented the programme from developing into an urban youth development programme.

A pilot project, in which the various NGOs would collaborate and which would be funded by UNFDAC (now United Nations Drug Control Programme, UNDCP) did not take off for a variety of reasons. The three NGOs that DAPP had worked with most closely will be receiving UNDCP funds in the coming year and will hopefully be part of a United Nations/Government sponsored Master Plan for drug prevention in Nepal to take effect in July 1992.

d) UMN Oral Health Programme: The need for dentists in Nepal, according to recent WHO estimates is 2000. Presently there are only 28 Nepali dentists. In order to respond to the needs we have started to regularly employ short term dentists from abroad, but we would prefer to have more long term dentists offered. Training, teaching material development and research were some of the activities undertaken.

## 2.5 Health Services Seconded Workers

Apart from those seconded under the Mental Health Programme we have had three seconded workers in the Institute of Medicine; two at the Nursing Campus and one in the Community Medicine Department. We have clear indications that more seconded workers would be welcome, but we find our capacity in the Health Services Department to deal with this labour intensive area limited.

## 2.6 Health Services Consultants and Support Services

- a) Bio-medical Maintenance: The need for bio-medical maintenance is great both nation-wide as well as in our UMN hospitals. Resources were inadequate to respond to the existing need adequately. We are presently requesting government permission for a second expatriate bio-medical maintenance engineer. Training of Nepali technicians, equipment repair and equipment consultancy are some of the priorities.
- b) Medical Supplies Department: MSD purchases and distributes medicines and medical supplies for UMN and INF (International Nepal Fellowship) health programmes. Annual sales for the year were up to 10.9 million rupees. On a limited scale services were provided to TLM (The Leprosy Mission) and TEAM (The Evangelical Alliance Mission).
- c) Nutrition Consultants: Relevant input regarding nutrition issues was given both within as well as outside UMN programme. Recognition was given for work done on the book, Child Nutrition and Health by the Nepal Medical Association granting an award. Building on the strengths of Nepali culture has been a distinguishing feature of this work.
- d) Planning Information and Evaluation Section: This section continued to be a central clearing house for Government required health statistics, as well as providing advice and assistance to project managers and Health Services Office management regarding planning and evaluation. At the end of the year this section was moved under the Executive Director's Office and will be attending to mission-wide needs in addition to the Health Services Department's needs already covered.
- e) Health Services Office: The coordination of all the Health Services work is done from the Health Services Office. The office was without an Assistant Health Services Secretary for 8 months at the beginning of the year. Having this post filled again feels great. This office has no plans or budgets of its own, but is part of UMN Headquarters Project.

## 3. Agreements and relationship with HMG

The Health Agreement was finally signed on June 25th 1991 after we had been without a valid agreement since November 26th, 1990. The new agreement now identifies all government approved posts for expatriates which will make the visa process much simpler.

Contacts with the Ministry of Health and its divisions have been good, but with an interim government in place, frequent changes in staffing and the postponement of a new five year plan (which was due to be in place in July 1990) we have not been able to receive much input and direction from the central government regarding our work. In recent conversations with people in the planning division we were clearly told that HMG is presently not interested in taking over UMN-run health care institutions.

#### 4. Personnel

With increasing political freedom in the country, the employer employee relationships in our various projects and programmes have needed renewed attention. With a total of well over 900 employees in Health projects alone, our Department strongly feels the need for a fully staffed central section dealing with employee issues.

We have been very successful in recruiting the necessary expatriate personnel. We have even had to turn down ex-UMNers for lack of vacancies. Several urgent needs remain, however, such as the need for two more dentists, a radiologist, a pathologist, a ward sister with OR experience and a hospital maintenance supervisor.

Some of our Nepali project leadership are reluctant to reduce the number of expatriates in their programme even where Nepali people with proper training are available. Reasons given or implied are: Christian witness, work ethics, status of the programme and financial security of the programme. It is not easy to tackle this issue.

The number of seconded expatriate workers has not been increased this year. However, more time and energy has been given to networking and developing policy papers regarding seconded workers. It is obvious that there is great potential for seconding workers to government programmes, but it is also very clear that it will require a lot of time to prepare secondments as well as to give proper support and encouragement to those seconded to isolated positions. If we are to embark on more secondments, we have to develop and staff appropriate support structures.

#### 5. Finance

During the Board meetings in November 1990 the financial needs of our hospitals were highlighted. We have made an effort to communicate these needs more clearly to our member bodies, making use of a little story. Health services in developing countries throughout the world are facing financial difficulties. UMN Health Services Department will participate in a study regarding "Experiences with user charges in financing Mission Health Care" undertaken by the Norwegian "Centre for Partnership in Development".

The cash subsidy for recurring hospital costs was 11.8 million rupees compared to 13.6 million last year. Donations earmarked for hospital work totalled 9.2 million rupees (last year 5.9 million). All the other programmes received sufficient financial support.

## 6. Some comments

- The issue of urban development continues to be an important one. A policy paper will be presented to EC/Board setting forward principles for how UMN would proceed in future urban development work. In line with these principles there have been discussions with UNICEF and there will most likely be an opportunity to second 5-10 people in towns targeted for UNICEF's basic urban services programme, either as advisors to the municipalities or directly to suitable community organisations.
- The exercise of strategic planning presently going on in UMN will need to be followed in the Health Services Department by developing department specific long-term strategies to guide us in the future. It is realised that the present activities have a lot of "momentum" of its own. Any major change in direction will have to be a gradual one, with a clear purpose in mind.
- We have received a variety of requests for help including several requests (some from church-related groups) to get involved in new hospitals. We are still in the process of discussing these requests with the people concerned. The time and energy available in the department to look into possibilities for new work are limited.

## APPENDIX D

### RURAL DEVELOPMENT DEPARTMENT Overview Report 1990/91

#### I PROJECTS/PROGRAMS:

##### 1 Rural Development Centre (RDC)

- 1.1 At present two senior Nepali positions are being recruited for: Co-Director; Training Coordinator.
- 1.2 Trainings are currently being utilized 60% by non-UMN projects.
- 1.3 Facilities for women participants are in place, but few projects are taking advantage of them.
- 1.4 A separate agreement status is not presently being sought, until the long term planning in the project is completed.

##### 2 Surkhet:

- 2.1 A closing out from the historical working area is underway; an impact assessment is being planned.
- 2.2 The new Project Director has taken over responsibilities and another expatriate family has joined the project as Development Facilitator, bringing in a strong emphasis towards community development training.
- 2.3 A participatory rural appraisal is being planned to establish baseline information in a new working area.

##### 3 Nepal Coppice Reforestation Program:

- 3.1 Approval by the Ministry of Forests has been secured for the following revisions of the present project document:
  - \* The name has been changed to: "Nepal Resources Management Project - A project for community development with an emphasis on the forestry sector."
  - \* The focus has changed from coppice research to general community resource development.
  - \* The target area is to be expanded in consultation with the District Forest Officer (DFO).
  - \* A further expatriate post has been added.
  - \* Over the next 9 months the Department of Forests will work together with UMN in developing a new project document to give the project a further 5 year life.
- 3.2 Two expatriates are on their way to join the project.
- 3.3 The work area has been expanded to 3 village development areas.
- 3.4 Dialogue has begun with two NGOs to enter into a cooperative effort in the project.
- 3.5 Extensive cooperation exists between the project and the District Officers. The DFO has requested that one of our expatriates be available to him to help with user group formation on a district-wide basis.

4. Okhaldhunga:

- 4.1 HMG cooperation is very strong and joint activity planning is underway.
- 4.2 The project is looking to start work in a new highly under-served area, with a gradual phase-out from the historical working area.

5. Leathergoods Training Project:

- 5.1 The Expatriate Project Director has arrived.
- 5.2 A thorough project design document is being worked on.
- 5.3 Set-up activities have begun.

6. Performing Arts:

- 6.1 Almost all work is being done on a contract basis with projects.
- 6.2 The RDS office is helping the Advisor/Trainer to prepare a project proposal to establish a separate NGO.

**II DEPARTMENT-WIDE:**

1. The RD Strategic plan will be submitted at the October CC.
2. Through involvement with HMG, we are having opportunity to impact forestry policy and implementation.
3. We are being sought out to advise other groups on local organization development.
4. Funding is adequate and looks good into the near future.
5. ARDS and RDS positions need to be recruited for immediately.
6. We are in discussions with several government/semi-government bodies concerning seconding expatriates. We are realizing that to focus on secondment will require additional personnel resources in headquarters.
7. Project personnel issues:
  - \* The fewer expatriates in the projects, the easier it seems to be for project managers.
  - \* Posting seems to be fine into the next few years.
8. Do we work toward turning our projects over to true indigenous ownership and control? Do we use the EID model of independent management boards with UMN as the dominate shareholder? Do we keep our projects under our management and control, but enter into joint operations with Nepali NGOs? Do we manage and control our own projects, but with the goal of them clearly being Nepali organisation development efforts and therefore keep them going as long as there continues to be an obvious role for them in the rural areas?

## APPENDIX E

### PERSONNEL DEPARTMENT Overview Report 1990/91

#### Appointees

Normal personnel activities continue, but undermanning has increased personal workloads and left us with shortfalls, particularly handling short-termers and medical electives.

Appointee Members continue to fall from a peak of around 420 (300 posts), 3-4 years ago, to the present number of around 230 (190 posts). UMN activities remain at approximately the same level, reflecting an increase in Nepali input.

We continue to appreciate the contribution made by Member Bodies and Sending Bodies in our Appointee recruitment needs. We still lack a number of postholders, however, and need your ongoing assistance!

The April 91 Personnel Needs List now shows (as at September 1991):

<u>Vacancies</u>	<u>Serious Enquiries</u>	<u>Shortfalls</u>
33	15	18

Training Specialists, Team Leaders/Project Directors and Personnel People remain particularly hard to find.

Urgent senior needs are: Treasurer, Rural Development Secretary, Assistant Rural Development Secretary.

The Senior Headquarters Administrative position is as follows:

<u>Post</u>	<u>Planned Departure Dates</u>	
	<u>1992</u>	<u>1993</u>
Assistant to the Executive Director		August 93
Treasurer	July 92	
Personnel Secretary	April 92	
EID Secretary	July 92	
Assistant EID Secretary		June 93
Assistant Education Secretary		June 93
Health Services Secretary		July 93
Rural Development Secretary	June 92	June 93
Assistant Rural Development Secretary	March 92	

The Executive Director will have been 3 years in the post as at February 1993.

#### Visas

All visas (new applications and renewals) requested from HMG/Nepal have been granted, but the time and effort involved in obtaining them generally remains high. For example, the Health Agreement was signed in June but we are still processing the last of the renewals some 3 months later. Many Appointees have had to work in the country without valid visas, which has its problems, particularly in the hills.

A new round of visa renewals falls due on 26 November 1991 for Headquarters and Mission-wide Support Project staff, some Education some Engineering and Industrial Development, and some Rural Development postholders.

### Training and Development

The task of introducing the concept of a Training and Development function into UMN has continued with particular emphasis recently on: the Trainer Training Programme, In-service Scholarships, Language and Orientation Programme, Business School Course Development, and Mid Level Management Programmes. In the next six months, there will be concentration on the development and trial of a Mission-wide Performance Development and Evaluation Programme. This should provide an important stimulus for on-the-job skills development, particularly in supervisory practices.

### UMN Medical Coordinator and Personnel Counsellors

The UMN Medical Coordinator is proving to be a valuable resource in her clinical and counselling work with Appointees. In addition work has been carried out on: modification to medical screening papers; best predictors for "success" in UMN Applicants; improving the standard of health of UMN employees (immunization package), and Infection Control in our UMN health facilities. During the coming six months she will be working on: immunization and occupational health strategies; training of First Aid Officers for Projects; implementation of Infection Control strategies, and keeping UMN Appointees staff and families in good health!

The UMN Psychiatrists, working within the Mental Health Programme, report a time-consuming demand for their services from Appointees.

The Personal Counsellors, however, have been expressing a feeling of being under utilized and are looking to extend their working relationship among Department Secretaries so that they can be of assistance where needed. Also, they are keen to develop a "network of support" involving Area Services Officer (ASOs), Personal Counsellors, UMN Medical Coordinator, consulting medical staff and psychiatrists. They are keen to develop working relationships with the ASOs such that advice can be sought and backing given, on matters of concern to ASOs in their pastoral care responsibilities at project level.

### Trends

Over the past five years, we have concentrated on keeping Personnel Department trim. Department Secretaries and Project Directors have been encouraged to be the first line of handling Appointee and Nepali Employee matters, while Personnel has supplied an advisory role. We believe this has strengthened bonds within Departments, and also kept support functions to a reasonable size in relation to other Departments.

Nepali Employer Relations have, however, been assuming increased importance since April 1990 and, with the advent of impending Industrial legislation, which will affect UMN, we need to gear up with suitably experienced personnel and a revamped organizational structure if we are to move ahead constructively.

Recruitment needs, and the capability to handle the opportunities given to us, are areas of concern.

Other functions that are now being considered for inclusion in Personnel Department are:

**Orientation and Language Programme**

**In-service Scholarships**

**Mission-wide Performance Development and Evaluation Programmes**

**Appointees support network**

The above are in addition to our hoped - expansion of Training and Development initiatives.

These activities will require an increase in staffing if they are to be absorbed, then run, smoothly with sufficient back up for continuity during periods of Home Leave, unexpected absence etc. The emotional demands may also be considerable.

A major role of the Personnel Secretary should however, remain as contact with Appointees and Senior Nepalis in their work places.

## APPENDIX F

### TREASURER Overview Report 1990/91

**Highlights For The Year:** Summary information on the financial position and results of activities of the Mission and its programme units are reported in the 1990/91 consolidated financial statements. They have been compiled from the individual statements of the programme units. Efforts have been made to eliminate interproject amounts which otherwise inflate the reporting of both revenue and expenditures.

The consolidated revenue and expenditure statement reports an unallocated surplus of Rs. 20.7 million for the year. However, it must be noted that a foreign currency translation gain of Rs. 22.9 million has been included as revenue. If our financial statements were reported in US dollars rather than Nepal rupees, a decrease of over US \$ 50,000 would be reported in our unrestricted current funds.

Through fee-paying services our hospitals were able to recover a greater portion of their operating expenses this year. Overall, 69.3% was recovered through fees in 1990/91 as compared to 62.7% in 1989/90. This has reduced the cash subsidy requirement. Rs. 11.8 million was required in 1990/91 as compared to Rs. 13.6 million in 1989/90.

Several of our capital expenditure budgets were not fully funded at the end of the fiscal year. The building programme at Tansen Hospital which includes a new operating room and the addition of 25 beds is nearing completion. Cost overruns, due mainly to a longer construction timetable, and additional equipment for the new facilities have left nearly Rs. 3.4 million of budgeted capital expenditure unfunded at the end of the fiscal year. The Patan Hospital staff quarters building and the Nursing Campus hostel/classroom with capital expenditure budgets of Rs. 12.5 million rupees and Rs. 1.15 million rupees respectively also remained unfunded at the end of the fiscal year. With building programmes nearing completion in Tansen and Okhaldhunga the balance of unspent capital gifts and grants outstanding at year end has been reduced from Rs. 11.0 million in 1989/90 to Rs. 2.3 million in 1990/91.

Programme budgets where restricted gifts and grants are sought to cover 3 to 5 year plans have for the most part been adequately funded this year. A longterm grant commitment for our newest project, the Jajarkot Non-formal Education Project, is still being sought.

This year marks the completion of the Andhikhola Hydel and Rural Electrification Project. The 5 MW power plant and distribution lines were completed at a cost of Rs. 135.2 million. The UMN related companies have earned both respect and recognition for this significant achievement.

Staffing at the various business offices has generally been adequate and both on-the-job training and formal study are being encouraged. The transfer of two staff from non-campus locations is being planned to facilitate their opportunities for formal studies.

**Issues Before Us :** Significant transitions in personnel are expected during the current year. Both the assistant to the treasurer and the treasurer will be leaving their posts, in December 91 and July 92 respectively. In addition, three expatriate business managers will be leaving in mid-year.

It is expected that two of the three replacements will be Nepali. A good bit of energy and time will need to be given to assuring that these transitions be as smooth as possible.

The Mission is in the midst of a strategic planning exercise. Focussing our target groups and determining how and where we work are receiving valuable attention. It will be helpful to planners and managers of the Mission's financial resources if we can also priorities and provide guidelines regarding the application of external fund.

Continuing thought and time is being given to addressing the longterm future planning of our hospitals. Terms of reference are in place for a consultant to address issues of ownership, management, and financing. With a newly elected government now in place, the climate is right to press on with developing an action plan.

As we move towards supporting local Nepali organizations, criteria need to be developed to help identify what type of Nepali organization should receive UMN's financial support and to what level of support.

New financing arrangements are being explored for future involvements in larger hydropower construction projects whereby UMN itself would no longer be responsible as the implementing agency nor as the major shareholder for such undertakings.

Programme activities over the past number of years have increased while the support base for financing the missionwide administration of these programmes has decreased. Per-capita grants will continue to cover the cost of the expatriate support costs but there will be an increasing shortfall in covering the programme support costs and the overall administrative costs of the Mission. A policy guideline to recover these costs from programme units is being developed for implementation from the start of the 1992/93 fiscal year.

UMN has been faced with employer/employee tensions over the past year. Many of these tensions arise around employee perceptions of the Mission as an internationally resourced organization, quite independent of economic conditions and norms within Nepal. The development of a stated remuneration philosophy and policy will need to be the basis for future communications with employees.

**Economic And Political Environment:** In July 1991, Nepal devalued its currency by 20% against the U.S. dollar, following a similar devaluation action in India. This action followed a gradual slide over the previous few months, resulting in a total devaluation of 46% for the year. Early economic forecasts predicted that the effect of the July devaluation should add 3-4% to the annual inflation rate. The devaluation, increasing inflation in India, and reduced food production due to poor monsoon rains are all contributing to inflationary pressures. Some economists predict that the annual inflation rate will approach 20% in 1991/92. This compares to an average of 11.5% over the past three years.

The Government treasury is empty as evidenced by their inability to give a payrise at the beginning of the current fiscal year. Government is increasingly looking to the non-governmental sector to meet the development funding requirements of the country.

UNITED MISSION TO NEPAL  
Consolidated Balance Sheet  
16th July 1991  
(All Figures are in Nepali Rupees)

15/7/90	16/7/91
257,519,335	Fixed and Other Assets
103,726,445	Current Assets
(35,829,011)	Current Liabilities
325,416,769	Net Assets
	539,516,270
	Represented by:
3,850,850	Undesignated Fund
16,081,018	Other Funds
43,800	Endowment Fund
11,120,271	Unspent Gifts for Capital Items
452,871	Unallocated Current Year Surplus
18,775,811	Programme Funds
5,715,265	Employee Gratuity Fund
4,668,563	UMN Related Companies Working Capital
264,708,320	Accumulated Capital
325,416,769	539,516,270

Notes:

1. Bank guarantees by UMN, issued and outstanding at 16th July 1991:

Company	Amount	Expiration Date
Butwal Engineering Works	Rs. 750,324	8 September 1991
Butwal Engineering Works	360,800	4 October 1991
	1,111,624	
Nepal Hydro and Electric	210,500	12 July 1992
Nepal Hydro and Electric	225,500	4 October 1992
Nepal Hydro and Electric	44,000	20 December 1991
Nepal Hydro and Electric	49,500	28 December 1991
Nepal Hydro and Electric	37,500	28 December 1991
Nepal Hydro and Electric	402,968	28 June 1992
Nepal Hydro and Electric	99,000	15 April 1992
	1,068,968	
TOTAL	Rs. 2,180,592	

2. At balance sheet date, 16 July 1991, \$1 U.S. was equal to Rs. 42.6. Fixed and other assets are stated at historical costs and do not necessarily reflect current value.

UNITED MISSION TO NEPAL  
 SUMMARY STATEMENT OF REVENUE AND EXPENDITURE  
 For the Year Ended 16 July 1991

	1990/91 Budgeted Expenditure	1990-91 Expenditure	1990-91 Actuals Revenue	1990-91 Actuals Incr. (Decr)
GENERAL ADMIN & APPOINTEE SUPPORT	23,561,650	23,404,383	22,791,097	(613,286)
LANGUAGE LEARNING	1,678,856	1,510,186	1,431,173	(79,013)
HEALTH SERVICES	76,996,700	65,896,537	62,074,094	(3,822,443)
EDUCATION	25,614,400	18,990,164	18,552,421	(437,743)
ENGINEERING & INDUSTRIAL DEV'L	183,397,400	212,907,756	213,934,430	1,026,674
RURAL DEVELOPMENT	13,414,265	11,701,295	11,055,899	(645,396)
	324,663,271	334,410,321	329,839,114	(4,571,207)
UNALLOCATED SURPLUS			20,756,061	20,756,061
GRAND TOTALS	324,663,271	334,410,321	350,595,175	16,184,854

NOTES:

1. Revenue and expenditures include recurring, capital, and program budgets. Amounts needed to balance recurring budget shortfalls have been allocated and are included as revenue.
2. A total of Rs. 17,157,115 representing interproject activities has been eliminated from project-reported revenue and expenditure.
3. Total revenue includes Rs. 16,876,625 as Personnel Contributed Services (PCS) and Rs. 28,969,621 of other revenue generated within Nepal.
4. Expenditures include Rs. 57,913,762 of recurring expenditures, Rs. 260,879,936 of program expenditures, and Rs. 15,616,623 of capital expenditures after interproject eliminations have been made.

DETAIL OF UNALLOCATED SURPLUS FOR 1990-91

Grants Available For Recurring Budgets	11,074,147
Foreign Currency Exchange Rate Gain	22,921,573
Interest Income	5,289,004
	39,284,724
Funds Allocated To Recurring Budgets	
General Admin and Appointee Support	4,239,092
Health Services	14,169,296
Education	118,322
Engineering & Industrial Dev'l	0
Rural Development	1,953
	18,528,663
Unallocated Surplus 1990-91	20,756,061

UNITED MISSION TO NEPAL  
 CONSOLIDATED REVENUE AND EXPENDITURE STATEMENT  
 For the Year Ended 16 July 1991

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	Local Income	Inter-Proj Income	P.C.S.	Total Income	Recurring Expenditures	Program Expenditures	Capital Expenditures	Total Expenditures	Recurring Fund Incr (Decr)	Unspent Capital 15-7-90	Unspent Capital 16-7-91	Programme Fund 15-7-90	Programme Fund 16-7-91	
<b>GENERAL ADMINISTRATION AND SUPPORT (to be funded by PCG)</b>														
Missionwide Support Project	504,396	2,762,411	1,874,389	5,141,196	15,248,023			2,518,718	17,766,741	(11,981,216)	468,512	(175,817)		
MSP Guesthouses	1,439,307		56,400	1,495,707	1,560,016			1,560,016		(64,309)	0	0		
MSP Maintenance				0										
MSP Healthcare	154,082		67,680	221,762	229,178			229,178		(7,416)				
MSP Vehicles		485,741		485,741	583,917			583,917		(98,176)				
Children's Educ Support			1,006,200	1,006,200	1,006,200			1,006,200		0				
Jumla Area Services	11,480			11,480	95,052			95,052		(83,572)	(6,000)	(6,000)		
Pokhara Area Services	45,215		33,840	79,055	337,451			337,451		(258,396)				
Jajarkot Area Services				0	17,769			17,769		(17,769)				
Surkhet Area Services			5,900	5,900	16,832			16,832		(10,932)				
Lalitpur Area Services				0	7,221			7,221		(7,221)				
Palpa Area Services			20,000	20,000	463,990			22,277	506,267	(483,990)	5,317	3,040		
Palpa Guesthouse	359,809			359,809	329,939			5,460	335,399	29,870	5,460	0		
Gorkha Area Services			82,363	7,110	89,473			7,180	341,242	(251,699)	76,768	76,698		
Gorkha Guesthouse	43,406			43,406	59,521			59,521		(16,115)				
Okhaldunga Area Services	2,044		23,843		25,887			147,594		147,594		(121,707)		
Okhaldunga Guesthouse	40,169			40,169	38,767				38,767		1,402			
Butwal Area Services			28,500	35,000	63,500			307,645	3,966	311,611	(279,145)	86,712	117,746	
Butwal Team Leader			18,400		18,400			22,041		22,041		(3,641)		
Butwal Guesthouse	338,664		26,700		365,364			341,102		25,080	366,182	24,262	19,980	(5,100)
Jhimruk Area Services			79,470	80,000	159,470			153,957		47,104	201,061	(74,487)	0	32,896
Tatopani Area Services				0						0		0		
Andhi Kholz Area Services			7,211		7,211			20,762		20,762		(13,551)		
Per Capita Grants				11,304,252	11,304,252					0	11,304,252			
Programme Admin and Support		80,700			80,700					0	80,700			
Alloc for Capital Items			(1,906,236)	(1,906,236)						0	(1,906,236)			
<b>TOTAL GENERAL ADMIN &amp; SUPPT</b>	<b>2,938,572</b>	<b>566,441</b>	<b>4,198,918</b>	<b>11,414,515</b>	<b>19,118,446</b>	<b>21,341,039</b>		<b>2,629,785</b>	<b>23,970,824</b>	<b>(4,239,092)</b>	<b>656,749</b>	<b>43,463</b>		

UNITED MISSION TO NEPAL  
 CONSOLIDATED REVENUE AND EXPENDITURE STATEMENT  
 For the Year Ended 16 July 1991  
 C\_STMT91.WK1

	Local Income	Inter-Proj Income	P.C.S. Gifts/Grants	Total Income	Recurring Expenditures	Program Expenditures	Capital Expenditures	Total Expenditures	Recurring Fund Incr (Decr)	Unspent Capital 15-7-90	Unspent Capital 16-7-91	Programme Fund Balance	Programme Fund Balance		
<b>LANGUAGE (to be funded by language fees)</b>															
Language and Orientation	11,984		94,321	1,304,411	1,410,716		1,507,990	1,507,990				292,176	194,902		
Amp Pipal Language					0			0					0		
Palpa Language	12,990				12,990		1,109	1,109				6,000	6,000		
Butwal Language	7,467				7,467		1,087	1,087					11,881		
<b>TOTAL LANGUAGE</b>	<b>32,441</b>		<b>94,321</b>	<b>1,304,411</b>	<b>1,431,173</b>		<b>1,510,186</b>	<b>0</b>	<b>1,510,186</b>			<b>6,000</b>	<b>6,000</b>	<b>292,176</b>	<b>213,163</b>
<b>EDUCATION</b>															
Development Commun. Prod.			194,600	596,000	790,600	194,600		596,000	790,600			0	0		
Jumla Project	13,868		494,062	5,064,309	5,572,239		3,409,802		3,409,802				1,958,138	4,120,575	
Training and Scholarship	7,300	2,157,458	50,760	8,234,591	10,450,109		10,667,290		10,667,290				4,078,055	3,861,674	
Business School	373,310		151,000	49,548	573,858	642,251		59,000	701,251	(117,941)	15,500	6,048			
Seconded Workers			70,740		70,740	71,121			71,121	(381)					
NFE Support		125,129	78,600	411,351	615,080		411,232		411,232				0	203,848	
Post Basic Literacy				92,945	92,945		2,511		2,511				0	90,434	
Advisory Group Nepali Women			47,160	324,000	371,160		152,674		152,674				0	218,486	
Jajarkot NFE			23,580		23,580		124,327		124,327				0	(100,747)	
Librarian Consultancy			75,000		75,000	75,000		75,000				0			
Gandaki Boarding School			504,360	1,577,015	2,081,375		4,866,943		4,866,943				5,379,251	2,593,683	
<b>TOTAL EDUCATION</b>	<b>394,478</b>	<b>2,282,587</b>	<b>1,689,862</b>	<b>16,349,759</b>	<b>20,716,686</b>	<b>982,972</b>	<b>19,634,779</b>	<b>655,000</b>	<b>21,272,751</b>	<b>(118,322)</b>	<b>15,500</b>	<b>6,048</b>	<b>11,416,244</b>	<b>10,987,953</b>	

UNITED MISSION TO NEPAL  
CONSOLIDATED REVENUE AND EXPENDITURE STATEMENT

For the Year Ended 16 July 1991

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	Local Income	Inter-Proj Income	P.C.S.	Total Income	Recurring Expenditures	Program Expenditures	Capital Expenditures	Total Expenditures	Recurring Fund Incr (Decr)	Unspent Fund Capital 15-7-90	Unspent Capital 16-7-91	Programme Fund Balance 15-7-90	Programme Fund Balance 16-7-91	
<b>HEALTH SERVICES</b>														
Patan Hospital		1,769,108	998,785	2,767,893	7,146,188			941,146	8,087,334	(5,377,080)	1,979,486	2,037,125		
Nursing Campus	54,433	380,848	642,579	1,077,860	2,669,044			342,883	3,011,927	(2,233,763)	(203,673)	96,023	2,688,721	6,995,409
CDHP Lalitpur	152,402	671,404	12,975,749	13,799,555		9,491,867		9,491,867					321,184	674,143
Mental Health and DAPP	25,685	394,740	1,570,036	1,990,461		1,637,502		1,637,502					0	59,345
Nutrition Consultancy		62,880	282,481	345,361		286,016		286,016						
Seconded Workers		282,960		282,960	290,027			290,027		(7,067)				
Urban Health Workshop				0	59,810			59,810		(59,810)				
Oral Health		8,500		8,500	34,192			34,192		(25,692)				
Bio-Medical Maintenance	95,340	56,400	92,000	243,740	149,816			92,551	242,367	1,924	0	(551)		
Medical Supplies Department	10,905,168	79,470	66,209	11,050,847		10,437,082		10,437,082					1,330,358	1,944,123
Tansen Hospital	13,624,563	1,548,615	2,343,070	17,516,348	18,704,967			1,976,608	26,681,575	(3,531,689)	4,229,400	(1,404,138)		
Palpa Workshop		882,849		882,849	882,849			882,849		0				
Palpa Community Health	205,986	208,668	1,807,168	2,221,822		3,843,240		3,843,240					(14,044)	(1,635,462)
Am Pipal Hospital	2,458,086	502,212	10,136	2,970,434	4,980,212			22,796	5,003,008	(2,019,914)	178,259	165,599		
Gorkha Community Health	70,719	177,709	1,015,886	1,264,314		1,075,922		1,075,922					301,174	489,566
Gorkha TB Control Support	420	40,749	183,350	224,519		368,788		368,788					258,537	114,268
Gorkha Project Support		431,916	93,083	37,754	562,753	524,999		31,876	556,875	0	45,825	51,703		
Gorkha Workshop	212	381,568	2,404		384,184	384,184		2,026	386,210	0	105,420	103,394		
Okhaldunga Hospital	899,016	89,617	223,703	14,038	1,226,374	2,128,541		2,861,952	4,990,493	(916,205)	4,027,038	1,179,124		
Okhaldunga Primary Health	14,610	118,163	1,763,394	1,896,167		1,341,596		1,341,596					(1,239,040)	(584,469)
<b>TOTAL HEALTH SERVICES</b>	<b>17,480,547</b>	<b>12,812,143</b>	<b>6,621,616</b>	<b>23,802,635</b>	<b>60,716,941</b>	<b>37,954,829</b>	<b>28,482,013</b>	<b>12,271,838</b>	<b>78,708,680</b>	<b>(14,169,296)</b>	<b>10,361,755</b>	<b>2,228,279</b>	<b>3,646,890</b>	<b>7,957,923</b>

UNITED MISSION TO NEPAL  
 CONSOLIDATED REVENUE AND EXPENDITURE STATEMENT  
 For the Year Ended 16 July 1991  
 C\_STMT91.WK1

	Local Income	Inter-Proj Income	P.C.S.	Total Gifts/Grants	Total Income	Recurring Expenditures	Program Expenditures	Capital Expenditures	Total Fund	Recurring Fund Incr (Decr)	Unspent Capital 15-7-90	Unspent Capital 16-7-91	Programme Fund Balance 15-7-90	Programme Fund Balance 16-7-91		
<b>RURAL DEVELOPMENT</b>																
RDC Administration		882,878	138,552	372,300	1,393,730		2,101,612		2,101,612				707,887	5		
RDC Income Creation		2,828	67,680	183,852	254,360		864,374		864,374				299,107	(310,907)		
RDC Farm	160,615	361,777		70,000	592,392		592,392		592,392				0	0		
RDC Animal Health	262,004	19,620	116,130	167,013	564,767		985,976		985,976				421,208	(1)		
RDC Horticulture/Agronomy	70,799		93,320	633,530	797,649		764,129		764,129				112,574	146,094		
RDC Water Systems		29,137	31,440	271,421	331,992		396,307		396,307				64,309	0		
RDC Treeplanting/Forestry	63,494	9,271	78,600	493,060	644,425		622,187		622,187				(45,560)	(23,322)		
Forestry Consultancy, Ktm			94,320	125,800	220,120		130,586		130,586				0	89,534		
Performing Arts Troupe				0	1,953			1,953		1,953		(1,953)				
Nepal Coppice Reforestation				1,034,046	1,034,046		1,654,536		1,654,536				0	(620,490)		
Okhaldunga Rural Dev'l	12,645		393,656	4,370,419	4,776,720		2,485,941		2,485,941				(1,566,356)	724,423		
Surkhet Project	273,100		276,150	1,200,000	1,749,250		2,406,813		2,406,813				672,768	15,205		
<b>TOTAL RURAL DEVELOPMENT</b>	<b>842,657</b>	<b>1,305,511</b>	<b>1,289,848</b>	<b>8,921,441</b>	<b>12,359,457</b>	<b>1,953</b>	<b>13,004,053</b>	<b>13,006,806</b>	<b>(1,953)</b>	<b>0</b>	<b>0</b>	<b>665,937</b>	<b>20,541</b>			
<b>ENG &amp; INDUSTRIAL DEV'L</b>																
Butwal DCS/ITIO			514,000	8,159,366	8,673,366		8,273,010	60,000	8,333,010				80,266	20,266	764,077	1,164,433
BPF Forestry Programme			46,500	678,747	725,247		787,943		787,943					(149,654)	(212,350)	
Butwal Technical Institute				600,000	600,000		1,792,401		1,792,401					1,377,231	184,830	
Jhimruk Khola Hydel	5,000,000		1,703,749	164,543,657	171,247,406		171,247,406		171,247,406				0	0		
Andhi Khola Hydel	2,280,926		476,251	23,656,987	26,414,164		26,414,164		26,414,164				0	0		
AHREP Rural Electrification				1,505,338	1,505,338		600,000		600,000				0	905,338		
Andhi Khola Drinking Water					0		632,680		632,680					548,020	(84,660)	
Andhi Khola Irrigation			128,160	3,978,925	4,107,085		2,185,220		2,185,220					241,152	2,163,017	
Andhi Khola Resource Cons.				548,424	548,424		579,779		579,779					(81,424)	(112,779)	
Andhi Khola Administration			113,400		113,400		387,630		387,630					93,687	(180,543)	
Andhi Khola Vehicles		190,433			190,433		137,956		137,956					(38,527)	13,950	
<b>TOTAL ENG &amp; INDUSTRIAL DEV</b>	<b>7,280,926</b>	<b>190,433</b>	<b>2,982,060</b>	<b>203,671,444</b>	<b>214,124,863</b>	<b>0</b>	<b>213,038,189</b>	<b>60,000</b>	<b>213,098,189</b>	<b>0</b>	<b>80,266</b>	<b>20,266</b>	<b>2,754,562</b>	<b>3,841,236</b>		
<b>1990-91 Totals</b>	<b>28,969,621</b>	<b>17,157,115</b>	<b>16,876,625</b>	<b>265,464,205</b>	<b>328,467,566</b>	<b>60,280,793</b>	<b>275,670,020</b>	<b>15,616,623</b>	<b>351,567,436</b>	<b>(18,528,663)</b>	<b>11,120,270</b>	<b>2,304,056</b>	<b>18,775,809</b>	<b>23,020,816</b>		

PER CAPITA GRANTS  
For the Year Ended 16 July 1991

Grants From Member Bodies	
Assemblies of God, USA	37,290
Baptist Missionary Society, UK	810,947
Christian Church (Disciples), USA	93,485
Church Missionary Society, Australia	535,338
Church Missionary Society, UK	226,380
Church of North India	13,738
Committee for Service Overseas, Germany	318,595
Church of Scotland	97,277
Danish Santal Mission	135,135
Evangelical Free Church of Finland	30,825
Evangelical Lutheran Church in America	133,320
Finnish Evangelical Lutheran Mission	189,475
Gossner Mission, Germany	145,296
Interserve International	2,169,114
International Technical Assistance Group	118,425
Japan Overseas Christian Medical Cooperative Service	48,895
Mennonite Board of Missions, USA	507,687
Mennonite Central Committee, USA	290,070
Methodist Church of India	34,870
Methodist Church, UK	347,490
Norwegian Himal-Asia Mission	416,625
Orebro Mission, Sweden	563,016
Presbyterian Church in Canada	150,279
Presbyterian Church in Ireland	195,196
Presbyterian Church, USA	336,175
Regions Beyond Missionary Union, UK	167,860
Swedish Free Mission	31,130
Swiss Friends For Mission in Nepal	31,828
Tear Fund, UK	446,948
United Church of Canada	167,200
United Methodist Church, USA	362,120
Wesleyan Church, USA	32,010
World Concern, USA	134,200
World Mission Prayer League, USA	498,597
PCGs Receivable	1,231,980
Less PCG's outstanding at previous year end	(390,435)
Per Capita Grant Sharing Fund	135,520
Other Per Capita Grants	510,349
 TOTAL PER CAPITA GRANTS	 11,304,252

SOURCE OF GIFTS/GRANTS (other than per capita grants)  
For the Year Ended 16 July 1991

From Member Bodies

Assemblies of God	1,783
Baptist Missionary Society, UK	849,890
Christian Church (Disciples), USA	208,216
Church Missionary Society, Australia	44,971
Church Missionary Society, UK	381,219
Church of Scotland	20,363
Danish Santal Mission	8,743,448
Evangelical Lutheran Church in America	546,912
Finnish Evangelical Lutheran Mission	15,015,100
Gossner Mission, Germany	819,084
Interserve	1,380,692
Mennonite Board of Missions, USA	7,010
Methodist Church, UK	56,776
Norwegian Himal-Asia Mission	190,328,644
Orebro Mission, Sweden	13,325,450
Presbyterian Church in Canada	108,036
Presbyterian Church in Ireland	96,229
Presbyterian Church, USA	1,574,727
Swedish Free Mission	84,517
Swiss Friends For Mission in Nepal	93,446
Tear Fund, UK	4,685,880
United Church of Canada	566,512
United Methodist Church, USA	2,806,416
World Concern	34,700
World Mission Prayer League, USA	81,497
	241,861,517

From Other Donors

American Baptist Foreign Mission Society	31,148
Australian Churches of Christ Overseas Mission Board	227,882
Bread For The World, Germany	2,897,500
Christoffel Blinden Mission, Germany	142,720
Church World Service	5,832,000
Global Health Ministries	58,537
Hope International	1,850,926
ICCO, Holland	5,459,194
Leprosy Mission International	34,000
Norwegian Church Aid	2,346,725
Stichting Groot - Hospel	267,003
Tear Fund, Australia	363,649
World Council of Churches	212,714
Other Donors	4,417,054
	24,141,052

TOTAL GIFTS/GRANTS RECEIVED

266,002,569

**DISTRIBUTION OF GIFTS/GRANTS**  
 For the Year Ended 16 July 1991

Mental Health & Drug Abuse Prevention Programme	1,450,036
Tansen Hospital, Capital	2,226,710
Tansen Hospital, Medical Assistance Fund	2,129,510
Palpa Community Health Programme	1,807,168
Amp Pipal Hospital	55,000
Amp Pipal Hospital, Medical Assistance Fund	1,023,283
Gorkha Community Health Programme	1,015,086
Gorkha TB Control Programme	183,350
Okhaldunga Hospital	170,348
Okhaldhunga Hospital, Medical Assistance Fund	921,634
Okhaldunga Primary Health Care Programme	1,763,393
Nursing Campus, Recurring	2,209,498
Nursing Campus, Capital	634,312
Patan Hospital, Capital	1,063,751
Patan Hospital, Medical Assistance Fund	3,549,230
Lalitpur Community Development & Health Programme	11,392,374
Medical Supplies Department	66,209
Nutrition Consultants Programme	279,155
Medical Assistance Fund, General	1,693,344
Jumla Project	3,215,620
Training & Scholarship Programme	5,133,637
Student Financial Assistance Programme	2,953,987
Development Communications Productions	177,191
Business School	117,135
Gandaki Boarding School	1,577,015
Kathmandu International Study Centre	80,194
Advisory Group on Nepali Women	324,000
Non Formal Education Book Project	92,945
Non Formal Education Support Programme	411,351
Development & Consulting Services, Butwal	8,571,668
Butwal Technical Institute	70,319
Andhikhola Hydel and Rural Electrification Programme	23,656,987
AHREP Pilot Project	1,505,338
Andhikhola Irrigation Programme	3,978,926
Jhimruk Hydel and Rural Elect. Programme	164,543,657
Rural Development Centre, Pokhara	1,017,956
RDC Horticulture and Agronomy Support Programme	633,530
Surkhet Project	1,200,000
Okhaldunga Rural Development Programme	3,873,320
Forestry Programme	9,026,248
Asian Mission Workers Children's Education	142,220
Other Funds Including Undesignated Gifts	65,934
<b>TOTAL DISTRIBUTION OF GIFTS/GRANTS</b>	<b>266,002,569</b>

## EXECUTIVE DIRECTOR'S OFFICE (EDO)

## Annual Report for July 1990 to July 1991

1. **Staff.** There has been considerable turnover in staff during the past year. One staff member has been added to the EDO, a Planning and Evaluation Advisor.
2. **Management Information System and Planning & Evaluation Advisor.** Two mission-wide needs were identified during the year and plans adopted for addressing them through the establishment of a Management Information System and a Planning and Evaluation Advisor. It was reorganized that the plans could not be fully implemented until staffing shortages were remedied.
3. **Advisory Group on Nepali Women.** During the year a plan was adopted whereby the Executive Director (ED) would delegate supervision of this activity while retaining AGNW in the EDO. A report of the significant work done by AGNW is attached.
4. **Archives.** During the year, UMN archives have been transferred to the Centre for the Study of Christianity in the Non-western World at the University of Edinburgh. By the end of the year the basic work of sorting had been completed. A long-term plan for the archives is being prepared.
5. **Church Relations.** For the last three months of the year we had a staff person serving as liaison with the Nepali churches. With the growing possibilities for cooperation with the Nepali churches, this post needs to be filled.
6. **Headquarters/Missionwide Support Project Organizational Structures.** These two projects are the only ones that report directly to the ED. During the year we have tried to give more distinct visibility to Headquarters Project by appointing a project director other than the ED. Several persons have served as Acting Project Director. The need for the separation of Headquarters Project from the ED became apparent during the negotiations with staff in December. There is an organizational anomaly here that should be resolved.
7. **EDO Organization and Staffing Needs.** Experience during the year raises the question if the EDO is effectively organized and adequately staffed for the changing needs of Mission management. This question can only be answered in the context of the best way to organize the total work of the Mission in the emerging situation. Perhaps some delegation for internal operations would allow the ED to devote more attention to UMN's external relations and overall policy, plus more personal contact with project personnel. This is a strategic issue that should be addressed in the strategic planning process.

## APPENDIX H

### HEADQUARTERS PROJECT Annual Report 1990/91

#### 1. Project Description:

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

#### 2. General Activities:

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

#### 3. Significant Activities:

During the year a new five year General Agreement was concluded with Government which enables UMN to continue working in Nepal. Department level agreements have been concluded to cover specific projects and areas of work.

With the arrival of more freedoms in the country, a significant undertaking during the first half of the year was the establishment of a staff Representative/Management Advisory Group. One of its main functions was to advise the Personnel Policy Committee on matters affecting terms and conditions of employment. From point of view of the staff, there were very little tangible results from all this effort as no major changes were decided by CC. Of eight major proposals concerning staff relations forwarded to the CC this past year. One was accepted and implemented, three were accepted but not implemented, two were not accepted, and two have remained pending. The Staff Representative/Management Advisory Group is now disbanded, but an elected Staff Representative Group was approved for an 18 months' trial period. Recruitment of a Nepali Staff Relations Officer continues.

Activities carried out under each CC member are covered under separate report.

**3. Personnel:**

Expatriates: 25.5 FTE (filled posts) Nepali: 14 (filled posts). A number of training programmes have been held to upgrade skills of staff and management. Of particular note are the seminar on labour relations, and participation in a seminar on "Designing the Future". More training is needed.

**4. Evaluation:**

The HQ project has been going through an identity crisis. Although technically a separate project, it has usually been assumed to be part of Missionwide Support Project. In the past year, HQ has had three different persons filling the role of Acting Director. Staff complain of poor communication, lack of clear lines of authority and accountability. This problem is now being addressed.

## APPENDIX I

### MISSIONWIDE SUPPORT PROJECT Annual Report 1990/91

#### Project Description:

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

#### Report:

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

Accounts Office has continued to handle the financial records for MSP/HQ, 190 personal accounts, 12 bank accounts, 812 other accounts, 836 individual records for the staff provident fund, as well as other business office related matters such as monthly statements, traveller's cheques, etc.

Central Services Department has provided support by purchasing 1444 air/bus tickets, purchasing Rs. 2.5 million of goods for the projects, shipping 70,972 kgs of freight on trucks and charters, and operating vehicles over a total of 43,393 kms. MSP also has arranged import licenses, renewed vehicle registration books and licenses, handled 77 insurance policies, organized 26 truck trips, as well as arranged for advertisements, and other government liaison work.

Guesthouses had 13,353 overnight guests. Bed occupancy was 65% of the total capacity. This included LOP students, UMNers staying in Kathmandu for work or holidays, and official visitors to UMN. The new guesthouse "PUCHO NIWAS" has been operating for over a year now and has been operating without significant financial loss.

Library has added 795 volumes to its stock, widening the subject list. The library ordered 140 books, 150 periodicals, and 2500 publications of 45 different titles of Health Education materials some of which were supplied to the projects. Damodar is now running the Library since the departure of Helen Parsons in the spring.

Mailroom continued to sort a steady flow of 178,000 pieces of outgoing and incoming mail, 556 overseas parcels, and an increasing volume of internal mail to the projects. The mailroom has been handling sales of books and cards related to UMN work.

Missionwide Maintenance has been functioning for a year now providing specialized technical support to all UMN projects. The work has included installing generators in Amp Pipal and Okhaldhunga, flying a new generators in Amp Pipal by helicopter, and training the Okhaldhunga staff to be able to wire the new hospital on their own. In Kathmandu the work involved vehicle repairs, computer repairs, installation of a new phone exchange, and technical advice. One full time engineer has been recruited who will be working in the department from September 1991.

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

Publication Office produced several booklets and publications on various aspects of the work done by UMN, and updated UMN brochures. A new, twice-yearly external newspaper, called UMNews, was introduced. The department works closely with the Executive Director's Office.

Public Relations Office has continued to meet official visitors and prepare itineraries for them. Returning Appointees are also helped when and if needed.

Valley Housing handled maintenance of UMN property in Kathmandu and negotiated leases on 105 houses, cancelling 24 leases. The Housing maintenance team does routine maintenance as well as the repairs on houses which are returned to landlords. A big job this year has been the supply of 125 tanks of drinking water to houses and guest houses.

Office Services department has been added to the Headquarters' project.

Expatriate F.T.E.	: 7
Nepali F.T.E.	: 65 (60 filled)

#### Evaluation

The feedback from the projects has been encouraging and any comments or suggestions have helped to improve the service of MSP. Some comments have indicated weaknesses in MSP which will be restructured to be better managed, and new procedures will be added to prevent problems in the future.

UNITED MISSION TO NEPAL

LONG TERM STRATEGY GUIDELINES

Adopted by the UMN Board, 20 November 1990

Preamble

In the midst of the changes occurring in Nepal, the UMN Board wishes to affirm certain policy directions which have continuing relevance in Nepal, and to suggest how we hope to work in the future.

We reaffirm UMN's fundamental purpose as set out in the Constitution,

"To minister to the needs of the people of Nepal in the Name and Spirit of Christ and to make Christ known by word and life thereby strengthening the universal church in its total ministry"

Furthermore, we affirm the 1970 UMN Board guideline,

"It is the policy of the Mission to plan that future ownership and management of its institutions shall evolve into indigenous hands, either that of the Government, or semi-Government, or private organizations. The Mission must give high priority to this planning. It is the policy of the Mission to instruct each project in its long-range planning to annually define, review, and in its management seek to reach its goal with regard to indigenous ownership and management of the project."

We intend to pursue this policy in the following ways.

Strategy

1. To demonstrate to the Nepali nation the love and hope in the Christian Gospel message through a range of activities which minister to the needs of the Nepali people, particularly to those who are oppressed and to consider ways in which any unjust structures can be addressed.
2. To continue to support existing UMN institutions in their movement toward increasing Nepali management and control.
3. To give even greater attention to the training of Nepali people and the development of organizational structures and principles in such a way that will achieve our policy of promoting Christian values.
4. To undertake any new activities in consultation as far as possible with the church in Nepal.
5. To view UMN as fundamentally a resource organization channelling people and finance to assist in working with Nepalis and their communities in the development of Nepal.

(over)

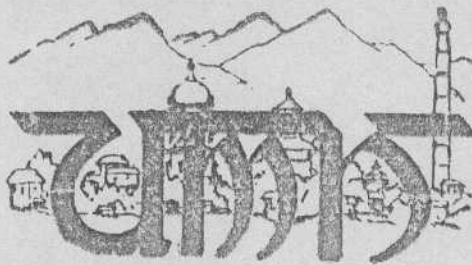
- 6 To look for opportunities to channel UMN's expatriate human and financial resources to support and strengthen existing and new Nepali institutions, programmes and projects.
- 7 To give priority to UMN's goal of working with Nepalis to increase their capacity for development. In pursuing this primary function, UMN Administration will concentrate on negotiating with Nepali organizations on the utilization of human and financial resources and supporting its human resources.
- 8 To reaffirm our continuing commitment to Nepal and to make available human and financial resources as long as they are welcome and needed.

UNITED MISSION TO NEPAL AND THE NEPALI CHURCH

Adopted by the UMN Board, 20 November 1990

UMN perceives itself as a ministry of the worldwide Christian community and as such desires to share with the Nepali Christian community in the process of growing together as part of God's Church Universal, and so this Board declares its intention to:

- 1 Stand together with the church in Nepal in seeking to be true partners in Christ's mission.
- 2 Recognize the integrity of the church in Nepal and the decisions of Nepali Christians in how they respond to the emerging situation.
- 3 Support unity among Nepali Christians and discourage others from transferring foreign denominational or organizational divisions.
- 4 Work in consultation with the Nepali church in identifying and responding to needs.
- 5 Establish goals related to Christian values and faith in the UMN's planning process which will be done in consultation with the Nepali church.
- 6 Cooperate with the church and organizations which it may establish in social service, development work, education, training and other areas where UMN experience and resources could be useful.



# THE UNITED MISSION TO NEPAL

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



Board Members

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Location: K-1-325 Thapathali  
Mailing address:  
POST BOX 126  
KATHMANDU, NEPAL

December 18, 1990

Dear Friends,

It was good to meet with you all at the UMN Board of Directors meeting in November, and especially to have you here at the time of the signing of the General Agreement.

Enclosed you will find the draft minutes of the relevant meetings you attended for your input and correction before finalising and printing. Please, let me have your response by the end of January 1991 at the latest.

May you have a peaceful Christmas and good start of the year 1991!

Yours in Christ, ..

Anna-Karin Eriksson  
Secretary

UMN BOARD OF DIRECTORS

Minutes of the Meeting held in Kathmandu

November 18 - 20, 1990

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

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

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

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

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

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

A) Member Bodies and their Delegates

Assemblies of God, Mr Jerry Parsley (Absent)  
Baptist Missionary Society, Miss Joy Knapman  
Church of Scotland, Rev Dr John Munro  
Christian Church (Disciples), Rev Eric Gass  
Church Missionary Society, Australia, Rev David Claydon  
Church Missionary Society, UK, Mr Malcolm Warner (Absent)  
Church of North India, Rt Rev John Ghose (Absent)  
Church of South India, Rt Rev M Mani (Absent)  
Committee for Service Overseas, Mr Christoph Dehn  
Danish Santal Mission, Mr Jorgen Norgaard Pedersen  
Evangelical Free Church of Finland, Miss Riitta Siikanan (Absent)

Evangelical Lutheran Church of America, Rev Warner Luoma  
Finnish Evangelical Lutheran Mission, Rev Paavo Kilpi  
Gossner Mission, Dr Hanns-Uwe Schwedler

Interserve, Mr Richard Clark  
International Technical Assistance Group, Mr Danny Martin  
Japan Antioch Mission, Rev Minoru Okuyama (Absent)  
Japan Overseas Christian Medical Cooperative Service,

Dr Kenjiro Narato

Korean Christian Medico-Evangelical Association,  
Dr Myong Ho Kim

Mennonite Board of Missions, Mr Ron Yoder  
Mennonite Central Committee, Mr Ed Martin  
Methodist Church, UK, Rev Akuila Yabaki  
Methodist Church in India, Bishop K Samuel (Absent)  
Norwegian Himal-Asia Mission, Mr Einar Kippenes (Absent)  
Örebro Mission, Mr Erling Wennemyr  
Presbyterian Church in Canada, Mr Glen Davis  
Presbyterian Church in Ireland, Rev Terry McMullan  
Presbyterian Church Synod, Mizoram, Rev Lianbuanga  
Presbyterian Church, USA, Dr Victor Makari  
Regions Beyond Missionary Union, Mr Brian Chilver  
Swedish Free Mission, Miss Barbro Carlsson  
Swiss Friends for Missions in India & Nepal, Mr Fredi Grob  
(Absent)  
Tear Fund UK, Rev David Applin  
United Church of Canada, Mr Jack Lakavich  
United Church of Christ in Japan, none  
United Methodist Church, Dr Sarla Lall  
Wesleyan Church, Dr Rebecca Bibbee  
World Concern, Mr Terril Eikenberry  
World Mission Prayer League, Mr Charles Lindquist

B) Christian Church in Nepal Representatives  
Mrs Mannu Rongong (Absent)  
Dr Rajendra Rongong

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

D) Ex-Officio Members  
Executive Director, Mr Edgar Metzler  
Treasurer, Mr Lynn Miller  
Acting Personnel Secretary, Mr Keith Smith  
Education Secretary, Mr David McConkey  
Assistant Education Secretary, Mr Mark Keller  
Acting Engineering & Industrial Development Secretary,  
Mr Trevor Durston  
Health Services Secretary, Dr Tjerk Nap  
Assistant Health Services Secretary Designate,  
Dr Mona Bomgaars  
Rural Development Secretary, Mr Jim Alexander  
Assistant Rural Development Secretary, Mr Stan Freyenberger  
Education Department Representative, Dr Alan McIlhenny  
Engineering & Industrial Development Department  
Representative, Mr Ben van Wijhe  
Health Services Department Representative, Dr Bob Geellman  
Rural Development Department Representative, Mr Henk Ymker  
Annual Conference Representative, Mrs Corry Nap

E) Observers  
Committee for Service Overseas, Mr Klaus Baer  
Nepal Christian Fellowship, Pastor Mangal Maharjan  
Nepal Christian Fellowship, Mr Tirtha Thapa  
Norwegian Himal-Asia Mission, Mrs Tullis Hoftun

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

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

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

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

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

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

**It was RESOLVED** to receive the overall annual reports as follows

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

During the Executive Committee items reported verbally were the following

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

The project summary reports were available for Board members.

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

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

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

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

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

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

**It was RESOLVED** to

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

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

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

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

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

- a) Renumber original Bye-Law 2.2 to 2.3, and new Bye-Law 2.2 to read:  
To be approved, an application requires that the organisation has sent personnel for the three years prior to the application; and that the organisation has a minimum number of four Appointees at the time of acceptance, unless the Board of Directors decides otherwise.
- b) Renumber original Bye-Law 2.3 to 2.4 to read:  
A Member Body which has not provided Appointees, with their full personal support, or paid annual grants equivalent to the minimum of one per capita grant, for two successive years in either case, will normally be removed from UMN's Register of Membership.
- c) New Bye-Law 2.5 to read:  
A Member Body, which has not provided any Appointees during five successive years will not retain its membership status, unless the Board of Directors decides otherwise, independent of any grants given during that time.

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

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

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

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

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

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

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

Finance Committee April 22, 1991  
Executive Committee April 24 - 25, 1991

Finance Committee November 18, 1991  
Executive Committee November 20 - 21, 1991  
Board of Directors November 23 - 25, 1991

Finance Committee April 27, 1992  
Executive Committee April 29 - 30, 1992

Finance Committee November 23, 1992  
Executive Committee November 25 - 26, 1992  
Board of Directors November 28 - 30, 1992

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

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

UMN BOARD OF DIRECTORS

November 18 - 20, 1990

A G E N D A

"UMN in A Changing Nepal"

Sunday evening, November 18

1. Schedule of Membership and Roll Call

The UMN Board of Directors includes the following categories of Members:

- 1.1 Appointed Representatives of Member Bodies (with voice and vote)
- 1.2 Two Representatives of the Nepali Christian Church (with voice and vote)
- 1.3 Ex-Officio Members (with voice but no vote)
- 1.4 Coopted Members (with voice but no vote)
- 1.5 Observers (with no voice or vote)

2. Orientation

- 2.1 Announcements
- 2.2 Presentation of the Evening Programme
- 2.3 An Overview of the Mission: "Present Challenges and Opportunities" by the Executive Director

3. Presentation of Bible Study Leader Mr Vinoth Ramachandran, Sri Lanka

Monday and Tuesday

4. Adoption of Agenda ✓

5. Confirmation of Minutes of the UMN Board Meeting held on ✓  
November 21 - 23, 1989

6. Appointment of Nominating Committee ✓

7. Membership Matters ✓

8. Report from Executive Director ✓

9. Presentation of 1989/1990 Annual Reports and Financial Statements (BD:1 - BD:29)

- 9.1 Education ✓
- 9.2 Engineering & Industrial Development ✓
- 9.3 Health Services ✓
- 9.4 Rural Development ✓
- 9.5 Administration (HQ/Missionwide Support Project) ✓
- 9.6 Personnel ✓
- 9.7 Treasurer ✓

10. Appointment of Treasurer ✓

Lynn Miller, December 1st 1990 - July 1st 1992, EC(1)-5/90

11. Matters arising from Executive Committee Meeting

[Board Agenda 1990 as per Nov 12]

12. **Constitutional Matters**

( BD:31 )

Approval of Proposed Amendments to **Constitution and Bye-Laws**  
BD-11/84, BD-7/89, BD-8/89, EC(1)-22/90

13. **Long Term Strategy for UMN Work in Nepal**

( BD:32 - BD:35 )

Proposal from Subcommittee on Nepalisation  
BD-19/88, EC(1)-31/89, BD-18/89, EC(1)-14/90

14. Report on **Church History Project** ✓

15. **Relationships with the Nepali Churches**

16. Report on 1990 **Annual Conference** ✓

17. Appointment of **Executive Committee and Finance Committee** for 1990/1991 ✓

18. **Dates of Future Meetings:**

**Confirmed for 1991 (BD-26/89)**

FC: (Mon)	22 April	(Mon)	18 Nov 1991
EC: (Wed-Thu)	24-25 April	(Wed-Thu)	20-21 Nov 1991
BD:		(Sat ev-Mon)	23-25 Nov 1991
(Easter Day: 31 March 1991)		(Thanksgiving Day: 28 Nov 91)	

**Proposal for 1992**

FC: (Mon)	27 April	(Mon)	30 Nov 1992
EC: (Wed-Thu)	29-30 April	(Wed-Thu)	2-3 Dec 1992
BD:		(Sat ev-Mon)	5-7 Dec 1992
(Easter Day: 19 April 1992)		(Thanksgiving Day: 26 Nov 92)	
(Thanksgiving Day to be avoided every second year, BD-27/87)			

22 Nov.  
25-26 Nov.  
7 Tage ab  
28-29 Nov.

19. **Any Other Business**

BD:3

TREASURER'S REPORT  
FISCAL YEAR ENDED JULY 15, 1990

**HIGHLIGHTS FOR THE YEAR**

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

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

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

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

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

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

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

**LOOKING AHEAD**

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

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