



ANNUAL REPORT 2010-2011

Fullness of Life



Dear Friends,

Welcome to UMN's annual report for the period July 2010–11. This year has been one of significant achievements for UMN and our partners. Our focus has been on aligning the organisation with our revised strategy, renewing our 5-year agreements with the Government of Nepal, and refreshing our Vision and Mission statements.

The alignment process has included some re-structuring of the organisation, particularly our technical teams, to reflect our key technical areas and working approaches (see page 2). We have also increased our efficiency by streamlining systems and processes, and reducing our central costs.

Our vision statement, together with the Fullness of Life model we have developed (see page 1) gives us a clear picture of what we are working towards:

“Fullness of Life for all, in a transformed Nepali society”.

Our mission statement highlights our motivation, the focus of our work (those who live in poverty), our commitment to partnership, and how we go about working towards that vision.

“Inspired by the love and teaching of Jesus Christ, in partnership with the Christian community and others in Nepal and worldwide, we will serve the people of Nepal, particularly those who live in poverty:

- To pursue peace and justice for all
- To address the root causes of poverty, and
- To make Christ known through word and life”.

The alignment of our Vision, Mission, Values and Strategy places us in an excellent position to move forward effectively, and we have begun to see the results of that in our success in obtaining funding for a number of larger community-focused projects. This is in line with our strategy of aiming for greater community impact and taking the capacity building of our partners to a new level, focusing on mentoring and coaching while working alongside them.

Throughout this year, UMN's work in its cluster areas and in its hospitals has continued to make a huge difference to thousands of people in remote and neglected areas of Nepal. We are proud of our contribution to Nepal's progress towards meeting the Millennium Development Goals (MDGs) and have highlighted this in the technical area reports.

The statistics and stories in this report will, I am sure, be an encouragement to all those who work in partnership with us, without whom our work would not be possible. I would like to specifically thank the Government of Nepal at both local and national level, our supporters and supporting organisations from around the world, and our partner organisations in Nepal. I am also immensely grateful to our staff for their commitment and dedication in working together for the fulfillment of our Vision, and the daily impact it has on the lives of the people of Nepal.

Yours sincerely,

Mark Galpin



**Dr. Mark Galpin**  
Executive Director  
United Mission to Nepal



Thank you to all those who contributed stories and photographs for this Annual Report.

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Edited by: Lyn Jackson and Vijeta Manaen Shrestha  
Design: Ramesh Man Maharjan  
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# FULLNESS OF LIFE MODEL

In development work, we know that poverty arises from a complex web of inter-related causes, all of which work together to limit the ability of human beings to live as God intended. In UMN, we turned this understanding of poverty on its head, and tried to describe its opposite — what we want to see, the fullness of life that Jesus talked about. This has helped us explore what a full or abundant life would be like, and how we can contribute towards such a life for the people we serve here, in Nepal. Our model also helps us see how the impacts of actions taken in one area of a

person or community's life flow through into other areas, making our work truly holistic.

**Well-being & Security:** People have the knowledge, skills and resources needed to reach their potential.

**Dignity & Respect:** People live with respect for themselves and others, acknowledging that everyone is made in the image of God.

**Justice & Equity:** People build and live within just and fair economic systems, at local, national and international levels.

**Peace & Reconciliation:** People experience peaceful, harmonious relationships within the household, community and nation that respect and celebrate diversity and restore broken relationships.

**Environmental Sustainability:** People care for the environment and use its resources responsibly in the present, maintaining them for the future.

**Hope & Freedom:** People live without fear, experiencing cultural and spiritual life as a gift that brings freedom and hope for the future.



*John 10:10 Jesus said: I have come that they may have life, and have it to the full.*

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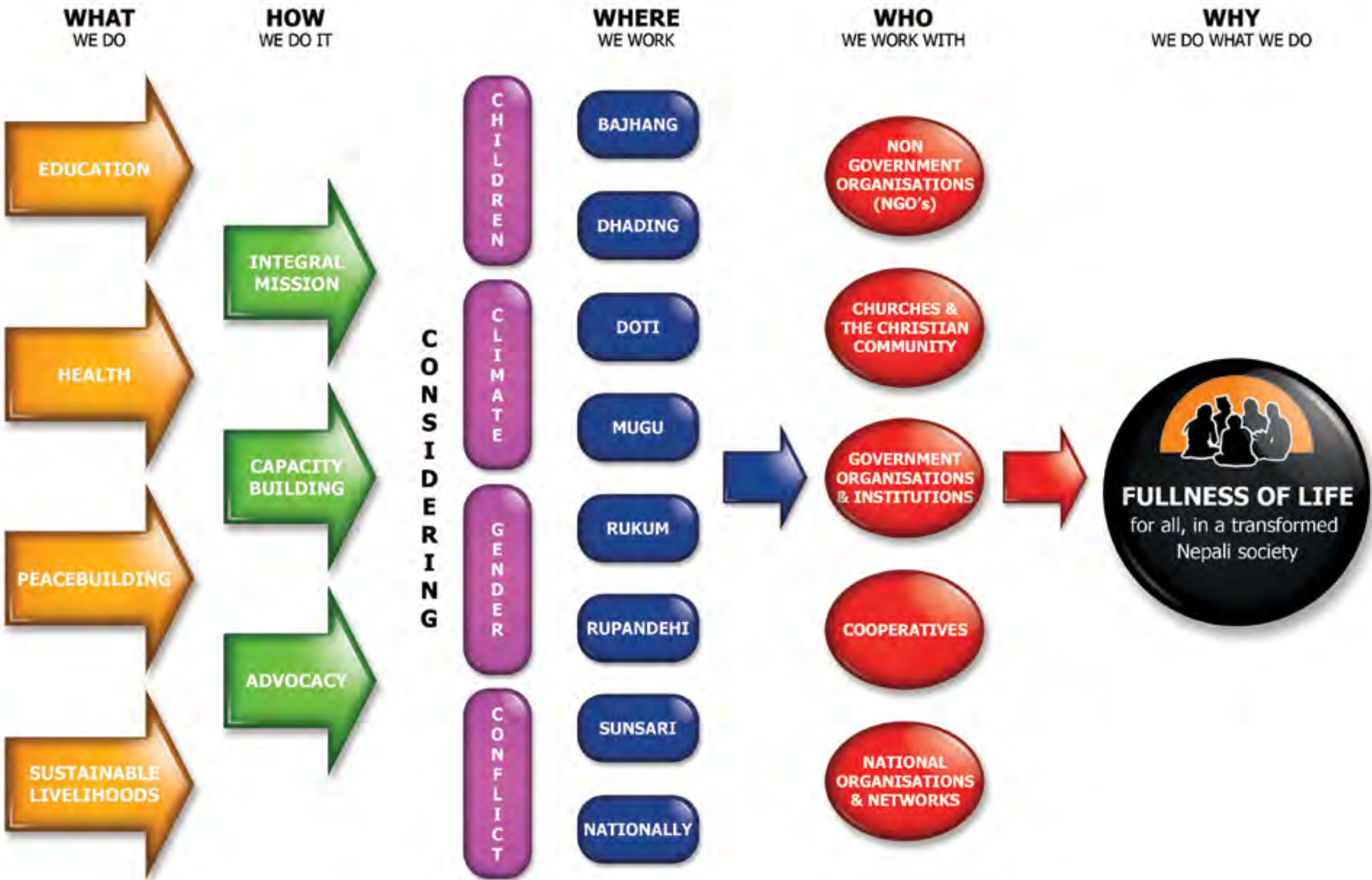
# STRATEGIC PLAN

In 2010, UMN's first Five-Year Strategic Plan as a capacity building organisation came to an end. That plan had focused on developing the skills of Nepali organisations, rather than directly implementing projects. Internal reflection, along with several wide-ranging evaluations, helped inform the process of developing a new Strategic Plan. After a broad-based consultative process, the new Strategic Plan 2010-2015 was launched.

The new Strategic Plan confirms UMN's approach as a Christian organisation centred on holistic development, building the capacity of partners to deliver sustainable change in the lives of individuals, families and communities, leading towards greater fullness of life. Our learning over the last five years has however pointed us towards some changes that will improve outcomes, including:

- A growing emphasis on Integral Mission and working with the Christian community;
- Building capacity through modelling and working alongside partners;
- A greater emphasis on sustainable impact at the community level;
- Using grassroots expertise to influence national policy and practice;
- A consolidated number of technical areas and more integrated interventions.

The diagram (right) gives a summary of the new Five-Year Strategic Plan.







For many people in Nepal, education is the key that unlocks opportunities, leading an individual, a family, or a whole community towards a fuller, more rewarding life. UMN continues to work on improving the quality of education, and getting access to education for all.

In Mugu, scholarships have substantially increased schooling opportunities. Four Dalit girls have been employed this year because they were able to finish school through UMN scholarships. Over past years, a 60% increase has been seen in overall school enrollment and retention in Mugu. In Bajhang, scholarships were provided to 103 children with funds raised from the local community, a scheme initiated by UMN partners.

In Doti, 16 child-friendly classrooms have been developed in five schools, and six Corner Libraries have been set up. Forty-seven students in Grade 12 developed pedagogical skills, leading towards qualification as primary school teachers. UMN's partners, especially in Sunsari, Rupandehi, Dhading and Rukum are using innovative practices in managing Early Childhood Development Centres (ECDCs). These ECDCs have been very creative in using locally-made educational materials. Eighteen deaf students in Doti were taught to make bamboo stools and shoe racks, thus giving them income generation skills and raising money for the school and the hostel.



To encourage community ownership in schools, UMN has also been working closely with School Management Committees (SMCs) and Parents and Teachers Associations (PTAs). In Dhading, three ECDCs are managed by the local community. A total of 228 people (93 women) from ECDC Management Committees, which include parents, teachers and facilitators, participated in SMC training. Twenty-one ECDC facilitators received refresher training in Sunsari.

Non-Formal Education (NFE) is one of the key components of UMN's education work. Dhading, Sunsari, Rupandehi clusters are innovatively implementing NFE classes with UMN partners. In Dhading, five women learning through Distance Education by Open Learning (DEOL) have received their School Leaving Certificate. The DEOL centre, which is run by the District Education Office and UMN's partner in Dhading, is giving many a chance to go back to school and get their qualifications.

Child Clubs have proven to be an effective way to educate and unite children to promote child rights and bring peace and harmony to communities. UMN and its partners support 25 Child Clubs, where personal development, self-esteem and confidence building has seen children take up school and local issues, like teacher attendance, health concerns and school cleanliness, and achieve positive results.

A large Community-Centred Child Development Programme (CCCDP) began in Dhading district, with the formation of 25 Self-Reliant Groups (SRGs) and eight Child Clubs. Communities are much more aware of child rights, and a school enrolment drive has seen 76 out-of-school children re-enter school. Children are taking health and hygiene messages home, with parents and even grandparents responding and making changes in their daily habits.



## Some sample statistics

- 126 schools supported, including partner schools and "feeder" schools
- 331 women attending non-formal education classes
- 414 scholarships provided (279 girls)
- 28 Early Childhood Development Centres supported
- 25 Child Clubs supported, involving more than 600 children
- 37 schools implementing child-friendly educational methods

## National Contribution

Research has shown that children develop better in a second language when they master their mother tongue well. The Government of Nepal has developed Multi-Lingual Education (MLE) operating guidelines, including a curriculum. However, schools are finding it difficult to implement this programme, because there are not enough books in local languages available or suitable for the teachers or children. UMN's partner Jana Kalyan Higher Secondary School (Kapilvastu District) has taken the initiative to mobilise local school teachers and resource people, and together they have created a curriculum and books for children in three ethnic languages – Nepali, Tharu and Awadhi. This material is now being used in many schools in the district.

### Millennium Development Goals



2  
Achieve universal primary education



3  
Promote gender equality and empower women

## How Digambar Sir changed his ways

Digambar Jha, 57, has been teaching at Pipalbhanjyang Secondary School, Dhading District, for the last 28 years. He has a reputation as a very honest and hardworking teacher, but very strict, prone to use corporal punishment.

All the students were afraid of him. Digambar Jha says: "I am an experienced teacher, and have taught many students who have done well. I believed strongly that punishment is essential in teaching children. I always carried a stick when I was in the classroom. But my long-held ideas and beliefs were challenged when I participated in the 'Learn Without Fear' workshop. It was an eye-opener for me, even though it came late in my career.

"I participated in this training programme, organised by UMN's Child Centred Community Development Programme, just recently, along with twenty-three teachers and School Management Committee members. I have only attended a few trainings and workshops in my career, because I was just not interested. This time, the



Stick-breaking during a Learn Without Fear workshop.

school headmaster told me to attend the workshop, so I reluctantly agreed. But when I was there, I found that it was really useful. During the workshop, the facilitator taught us about the negative (long-term and short-term) effects of corporal punishment, and what the alternate methods of classroom management are. We learned how to become more approachable in the class and the school, and how we can best

facilitate children's learning. That part touched my heart, and I realised that my long-held belief was wrong. So I decided to try out this new method, and not give any kind of corporal punishment."

Digambar decided not to carry a stick any more. "Digambar Sir has changed. He now seems friendly, and he doesn't carry a stick any more. We are surprised!" said Saroj Magar, one of his students.





Nepal has made great progress towards meeting the health-related Millennium Development Goals. However, numerous health problems still persist, particularly in remote areas. Women and children are the most vulnerable to debilitating and potentially fatal illnesses. Poverty and health are closely linked, as poor health leads to poverty, and poverty leads to poor health. UMN works in partnership with local organisations and recognises that addressing health is an essential component in enabling people to move towards fullness of life.

UMN works in Adolescent Sexual Reproductive Health (ASRH), community health, HIV and AIDS and Maternal and New-born Health Care (MNC) with an aim of improving the health status of the community by strengthening the health system, promoting care and treatment, and supporting the vulnerable, to create long-lasting positive change.

UMN is mobilising over 215 women's groups by increasing their capacity, advancing income generation and networking to promote Behavioural Change and Communication (BCC) on water sanitation and hygiene (WASH) and nutrition, and in reducing gender-based violence through various programmes.



A total of 396 sanitary toilets have been constructed with UMN support this year. An end-line survey reveals that we have achieved a 94% increase in toilet use, 52% increase in family planning utilisation, 7% reduction in women's group members with low self esteem, and a 15% reduction in malnourishment cases. Thirty-two malnourished children have been rehabilitated using the Positive Deviance Hearth approach in Rukum alone (see story, page 7).

Youth groups are mobilised through the Christian Family Life Education (CFLE) programme in 44 churches in three districts, where 573 young people benefited from weekly CFLE sessions focusing on life skills, leadership, communication and sexual and reproductive health issues. About 100 peer educators have been mobilised to promote the life skills messages in schools.

Ten Child-to-Child classes have mobilized 151 children in Mugu. They are working on improving water, sanitation and hygiene, nutrition, child rights and life skills education to empower children and their families.

HIV and AIDS awareness messages have been promoted in public through orientations, street dramas, BCC campaigns, radio programmes, school health lessons and home visits. Over 461 people living with HIV and AIDS, including their children, have been supported through home-based care, income generation activities, food, education and treatment. UMN continues to strengthen District AIDS Co-ordination Committees in our working areas. More than 8,000 people, including young people, have learned about HIV and AIDS from 193 peer educators and partner staff.

As a part of the Nepal Family Health Programme, UMN is also supporting the strengthening of MNC programmes in Mugu and Bajhang districts by building the capacity of health workers and volunteers in logistic management and documentation. Tin trunks (for safe storage of equipment) and calculators were also distributed to over 400 Female Community Health Volunteers (FCHVs). Pots for sterilisation and thermometers were distributed to over 48 Health Facilities (HF) and blood pressure instruments were provided to 15 HFs. Technical supervision visits were conducted with over 500 FCHVs, 300 expecting mothers and 150 recently delivered mothers. Statistics show a significant increase in the number of women who have visited the health facilities this year.



## Some sample statistics

- 215 women's groups supported around the country
- 396 toilets constructed
- 573 young people from 44 churches participated in Christian Family Life Education sessions. 94 peer educators are promoting life skills messages in schools.
- 400 Female Volunteer Health Workers and 48 Health Facilities received training and basic equipment
- 461 people living with HIV & AIDS and their families received support.

## NATIONAL CONTRIBUTION

UMN's health team has been working as part of the Association of INGOs in Nepal (AIN) Health Working Group, and assisted with the mapping of health partner INGOs in Nepal. In addition, UMN has established a network with Y-PEER (Youth Peer) and has been able to develop over 15 youth facilitators working in Adolescent Sexual and Reproductive Health and life skills education.

### Millennium Development Goals



## Beans or biscuits? Healthy food for healthy children

Magma Village, Rukum, is home to many children suffering from malnourishment. Concerned about this problem, UMN's partner, Nepal Public Awakening Forum (N-PAF) started three Positive Deviance Hearth (PDH) centres in Magma. A PD Hearth is a fire-place where nourishing, locally-available foods are prepared by mothers and served to the malnourished children for 15 days per month, followed by home visits and follow-ups for quick rehabilitation.

The PD Hearth centres enrolled a total of 36 severe and moderately malnourished children. Mothers bring rice, daal, oil and vegetables which are locally available, as well as firewood. Then they cook the foods and learn from each other. The centres emphasise "positive deviance" foods currently in use in the village – that is, foods that will have a positive impact on children's health and growth. The children enjoy eating good food as their mothers cook together and feed them. N-PAF also arranged regular health check-ups by sub-health post personnel. This is a fantastic way of feeding children and encouraging women to learn health messages from each other, as well as



from trained health workers. After six months, 32 of the children have improved their weight and moved towards being well-nourished, healthy children. Mothers of the children are very happy about the progress of their children. One of the mothers said: "We

love our children, but did not know how to care for them well. Instead, we used to feed them biscuits, noodles and chocolate to make them fat. We thought this was best for them. However, UMN and N-PAF have helped us to learn about caring for our children very well."





People in Nepal have not totally recovered from the trauma and effects of the decade-long armed conflict. Existing socio-economic discrimination, division and exclusion have been fuelling social disorder, tension and violence, thereby affecting the development of the nation and limiting the fullness of life enjoyed by its citizens.

UMN, through its partners, has been working with divided and excluded communities, building relationships at all levels of society through structured interactions. Building the capacity of local people in trauma healing, peace education, inter-faith peace networks, community mediation and conflict transformation skills are the key areas of UMN's peacebuilding work. Social reconciliation, awareness-raising against socio-economic discrimination, and support and advocacy for the protection of the rights of children and people with disabilities are other aspects.

Income generation activities were carried out with diverse and conflicting communities in Bajhang, Sunsari and Rukum. This intervention brought groups together to work and interact for their common benefit, and restored broken relationships.



Training about trauma healing skills have been carried out in Doti, Sunsari and Kathmandu. These skills help individuals and communities to support each other in times of conflict and disaster. Peace education training in schools, to parents, teachers and Child Club members, has been conducted in Rukum, Dhading, Rupandehi and Sunsari. Trained community mediators from four clusters have been playing crucial roles in settling disputes in their communities. One hundred and forty such local disputes have been successfully settled this year through community mediation. Capacity building and mobilisation of interfaith networks for peace are occurring in Dhading, Rupandehi and Sunsari. All this has helped communities learn to live together in harmony, despite their differences.

All seven clusters run programmes against domestic violence, caste and gender discrimination which have helped people to understand the negative effects of discrimination and violence. Community leaders were trained to raise awareness about family violence in Doti, Rukum and Bajhang. These training programmes have been replicated by them in their own communities, leading to greater family and social peace. Capacity building of Child Club members on child rights issues and leadership development has been carried out in six clusters. Members of Child Clubs are actively involved in mobilising local resources and participation in community programmes, raising awareness about child rights in their surrounding areas. In May, a large Anti-Human Trafficking project began, with the signing of agreements with 11 partners in Dhading, Rupandehi and Nawarkot (through UMN's national partner, CARNet).

Advocacy regarding the rights of people with disabilities, including support for the acquisition of identity cards and treatment and scholarships for students, has been carried out in five clusters – Doti, Bajhang, Rukum, Mugu and Sunsari. A total of 50 children with disability have been treated this year. Twenty-three scholarships and 29 assistive devices (crutches, white canes, wheelchairs) were provided for children needing them this year, enabling them to live fuller and more independent lives. Discrimination against people with disabilities is common in villages, but now, after much teaching and many discussions, people are beginning to understand and respect people living with disability.



## Some sample statistics

- 3 Inter-faith Networks/co-operative groups set up and supported
- 50 children with disabilities received treatment and support
- 29 children with disabilities received scholarships
- 140 local disputes have been resolved by community mediators
- 45 conflict-affected survivors, people with disability and flood survivors have acquired income generation skills and are supporting their families
- 30 conflict affected children received educational materials in government schools

## NATIONAL CONTRIBUTION

At the national level, UMN continues to work in coordination with Ministry of Peace and Reconstruction, mainly through the Association of International Non-Government Organisation's Peace Working Group and the Children as a Zone of Peace Alliance, to help write policy and guidelines for youth support interventions. These networks provide a platform for various national stakeholders to interact and raise a common voice against social issues and concerns.

### Millennium Development Goals



Achieve universal primary education



Promote gender equality and empower women

## Cross-border crime reduced

The small villages along the southern part of Sunsari are generally very poor, and people's lives are difficult. Being close to the Indian border, this area has been greatly affected by crime, with the criminals freely passing to and fro. Crime rates have escalated, and locals have suffered many attacks in which women have been raped and families robbed of what little they had. Because of this, they lived in fear. Despite raising their concerns, no-one seemed to listen to them or want to help them. Often they were told that the issue was too sensitive, because it is so close to the Indian border.

UMN and its partner Chandramukhi Youth Club (CYC), quickly established that fear of crime was having a massive impact on any opportunities for development, as well as on the victims. UMN's Peacebuilding Team began a programme that would bring about security and peace of mind for the local community. They created independent Peace Coordination Groups in each Village Development Committee area.



Informal and formal public meetings and hearings were held, with the participation of local government, police and concerned agencies. Before UMN's involvement, relationships between the community and police were very poor, with each partly blaming the other for the problems. The local community, having met with all parties, submitted requests for peace and security measures to be implemented, through the District Administration Office. As a result, better security measures have been provided.

Previously, many families did not report what had happened to them, fearing that no-one would listen. Now the community sees that speaking up and working together, as well as working with more sympathetic local police and government officials, has enabled them to reduce crime in their area significantly. More accurate records are now held by police, and a significant reduction in crime is evident. People now have much more hope and feel more secure. Now, other development activities have a better chance of success.





For people to truly experience a fuller, more satisfying life, they need to have access to a secure livelihood and good, productive work. UMN's Sustainable Livelihoods programme envisages people, particularly poor rural people, at the centre of a web of inter-related influences, in order to understand their problems, and how they can create a better livelihood for themselves and their families. Three components are integrated in our interventions to improve livelihoods - food security, micro-enterprise and disaster management.

To help improve food production and income from farming, 47 organic farms have been established in Dhading and training on improved compost was conducted with 88 farmers in Mugu. A co-operative in Dhading has been supporting organic asparagus farming there. This has provided an income to 20 households, which are now expanding their market to Kathmandu.

The new seed-testing lab in Rukum has greatly helped take seed production to a commercial level. A recent survey shows a 50% increase in seed production in Rukum, as against last year (see Rukum Cluster report, page 22). Thirty-four treadle pumps, a human-powered low-cost irrigation technology, were installed in Sunsari. An irrigation pond and channel in Doti and drip irrigation system in Dhading have reduced dependency on rain water. In Bajhang, the promotion of improved bee hives has helped many involved in the honey trade, as they are easy to manage. One of the biggest achievements in Mugu was the instalment of an oil extraction and rice hulling water mill, saving women particularly much time and hard labour (see page 22).

Livestock is integral to rural livelihoods. UMN continues to support cow, goat and pig-rearing programmes, with many improved breeds, in Sunsari and Rupandehi. Rabbit farming has been started with eight farmers in Mugu. UMN has further supported communities by introducing new improved animal sheds in Doti, Rupandehi and Dhading, and have run animal health camps, providing medical assistance and vaccines for livestock. A partnership with one of the largest dairies in Nepal, Chitwan Milk, has seen 200 farmers in Rupandehi receive technical support, including assistance with a loan to buy a chilling vat, and a guaranteed market for their milk.

In Doti, 200 households have earned NRS 5000 each (USD 68) on average by selling surplus vegetables. The community-owned fish farm in Rupandehi has produced 3760kgs of fish, giving an income of NRS 500,000 (USD 6757). Nearly 75% of the members of income generation programmes have also enrolled in saving and credit programmes in Sunsari. Through Rinimokshya Samaj Sudhar Kendra (RSSK) in Mugu, UMN helped get the first saving and credit co-operative in that district registered. The co-operative mobilises funds saved from 32 mothers' groups in Mugu.

Improved cooking stoves which channel smoke out of the house through a chimney have brought about a revolution in homes, and have been a key factor in saving timber (up to 60% savings have been recorded) and improving the respiratory health of families, particularly women and children. Improved cooking stoves have been installed in 778 houses in Dhading, and 130 houses in Rukum. In addition, 24 biogas plants have been installed, and three small water-powered generators repaired.

A community-based disaster preparedness programme in Sunsari has benefited hundreds of residents in East Nepal. Rescuers, teachers and students were given more preparedness training in Morang district. Disaster preparedness programmes have seen high levels of engagement by women, who undertook 56% of the management roles and are involved in 80% of infrastructural activities.

A curriculum developed to reduce road traffic accidents has been a great success in schools in Dhading.

We have experimented with a number of innovative ideas: livestock insurance (Rupandehi); climate sensitivity testing on our programme (Doti, Rupandehi & Mugu); bio-pesticide (Mugu & Dhading); sand filters for drinking water (Sunsari); a seed bank (Mugu); integrated farm (Dhading); public-private partnership (Rukum and Rupandehi); farmer cross-monitoring systems and trials to select the best variety of rice (Bajhang).

Finally, we remain committed to our strategy to tap the unrealised capacity of underprivileged women and marginalised groups, in developing their potential as part of our organisational impetus towards fullness of life for all.



## Some sample statistics

Over 200 savings & credit groups supported  
980 improved cooking stoves installed  
316 new enterprises started  
8 Village Animal Health Workers trained and/or supported

## NATIONAL CONTRIBUTION

UMN's National partner Nepal Christian Relief Services (NCRS) has been working towards strengthening the capacity of churches and mobilising them to get involved in Integral Mission work through Disaster Management programmes. About 38 churches have received training and workshops facilitated by NCRS this year.

### Millennium Development Goals



1 Eradicate extreme poverty and hunger.



7 Ensure environmental sustainability

## In a pickle

Devi Rokaya is 36 years old. She has been a member of Mahila Kalyan Bachat Tatha Rin Sahakari Sanstha Limited (MKBRSSL), one of UMN's partner organisations, since its beginning.

Devi lives in Chainpur, Bajhang with her two children. She runs a small store for a living. Seven years ago, Devi was abandoned by her husband, who is now living in India with his other family. Even though she has no formal education, she is confident and wise, hard-working and practical, like many other women in Bajhang.

Devi has been a shareholder and active group member of MKBRSSL for a number of years. On the 28th of every month, the group collects NRS 100 (USD 1.40) from each member as their savings. Some years ago, Devi took a loan of NRS 8,000 (USD 110) from the cooperative to start up her store and her business is now making good progress. With the income, she sends her children to school, pays her rent, and repays the co-operative. She also has a small kitchen garden, which adds to her living.

Along with 12 other MKBRSSL shareholders, Devi recently participated in pickle-making training supported by UMN. UMN has promised to help if



any of the participants wants to take up pickle-making as an enterprise. With fresh local produce and skilled women, pickle-making could become a valuable livelihood programme in Bajhang.

Devi hopes that pickles will sell well in her shop. She wants more training and exposure to new ideas. Her desire is to be equipped, and live her life to the fullest.





## INTEGRAL MISSION



UMN is seeking to make Integral Mission central to all its programmes, working alongside Nepali Christian communities to achieve greater Fullness of Life for communities struggling with poverty and marginalisation. Integral Mission activities are implemented throughout UMN's clusters, and through other organisations involved in this approach.

This year, about 1500 Christians were involved in raising awareness about discrimination based on HIV/AIDS status, caste and religion. Three hundred churches promoted Christian Family Life Education, climate change action, and adult literacy classes, as well as campaigns against drug abuse. The Church Community Mobilisation Process (CCMP) is making impacts on peoples' lives through the work of churches (for example, see story, below). In Nawalparasi, a group of Christians organised a tree planting programme in one village. In Jaubari, a morning school for children who cannot attend day school has been started. Christians in Kapilvastu, Morang, Sunsari, Bajhang and Rukum have received an orientation on CCMP.

Eight young Christians have been serving as interns in UMN this year. The internship training curriculum content has been further updated, and will give interns a sound biblical knowledge about Integral Mission, as well as practical skills and experience in their professional fields.

UMN continues to support local churches as they seek to understand the biblical mandate for Integral Mission. Churches are responding more and more to local community issues with love and kindness, and with a desire to reach out to those in great need. These efforts, along with consultations with Bible colleges, are creating opportunities for us to continue to strengthen our Integral Mission focus, and achieve a lasting impact.

However, the Integral Mission team within UMN has been deeply shaken by the untimely demise of Shaha Bahadur Gurung. Shaha had a major role to play in leading the work of Integral Mission in UMN. He is deeply missed, especially in the Integral Mission team. We are now working as a team to overcome this loss, and develop a strategy for the future.

### Some sample statistics

- 381 new churches oriented on Integral Mission
- 91 churches participated in CCMP
- 17 Churches in East Nepal are mobilising small community groups
- 8 young Christians are serving as interns with UMN this year
- 4 young people from last year's group of interns found employment, 3 are continuing with their studies and one is involved in church work.

### Doing the Municipality proud

Early in the morning on the streets of Damak bazaar, about forty people appeared, with brooms and dustbins in their hands, followed by a banner: "160th Birth Celebration of Padre Ganga Prasad Pradhan". They assembled in front of the traffic station, offered a short prayer on behalf of the city dwellers, and then began picking up garbage, singing heartily, "Prabhu arji sunileu..." (O God, listen to our prayer). Pastors, old folk, young people, women and children alike stooped towards the ground, cleaning the littered streets. After a moment, a municipality vehicle came, whistling its siren. Municipality officials and workers joined hands with the Christians and finished the city cleaning drive within a couple of hours.

Back in March 2011, UMN and the Micah Network Nepal organised a Church Community Mobilisation Programme (CCMP) orientation in Damak for 25 Christian community leaders. Pastor Raj Kumar Rai was among them. He is a committee member of the Damak Christian Society. Having learnt how churches can be involved in their local community, he approached the Municipality office, together with other DCS leaders, with a proposal to organise a one-day city cleaning campaign. Municipality officials readily accepted the proposal and provided the necessary manpower and equipment. Raj Kumar co-ordinated this programme on 4 July 2011.

A Municipality officer commented, "We are proud of you people. Thank you for initiating this good work. Our city would be the most beautiful one in Nepal if others follow the example you Christians have shown."

NOTE: Pastor Ganga Prasad Pradhan was a pioneer Nepali Christian, and the first Nepali pastor.







Through capacity building, UMN facilitates the development process of our partner organisations and communities to better achieve their goals in a sustainable way. This approach consists of organisational capacity building (commonly called organisational development) and community capacity building.

**Organisational development:** This year, UMN has had a significant focus on promoting good governance in partners. Most of UMN's partners now carry out social audits - more than 35 organisations had social audits this year. A social audit invites beneficiaries, stakeholders and donors to join together in a process of reporting, feedback and discussion that promotes trust, transparency and accountability. Various partners report that they now perceive greater trust, respect and recognition from their communities and stakeholders since they implemented social audits.

**Local resource mobilisation** has significantly increased in partners. More than 50% of UMN partners are now able to access and mobilise local funds from government and other organisations. Communities in various clusters are, for example, working together in cleaning their village trails, protecting watersheds, clearing landslides from the roads, and so on.

All the partners can now maintain their accounts in the double-entry bookkeeping system. This is another very encouraging improvement. They routinely produce trial balances, balance sheets, and financial statements. Likewise, all partners



regularly hold meetings and general assemblies, adopting a participatory decision-making process. The example of *Siddhartha Samudayik Samaj (SSS)*, shows the impact of this work.

In addition, partners have better documentation this year, as they have filing and cataloguing systems. All the partners have developed policies and plans, and these have been implemented and reviewed accordingly.



**Community capacity building:** Our focus on community capacity building is just beginning, but across the clusters, there are a number of inspiring stories of rural communities learning new knowledge and life-skills that are contributing to socio-economic development. UMN technical teams are further exploring better opportunities to build capacities of individuals and community groups.

#### UMN's Clusters and Partners

Location	Total Partners	NGOs	Co-operatives	Government Institutions & Schools
Bhajang	6	3	1	2
Dhading	10	8	1	1
Doti	6	4	1	1
Mugu	5	4	0	1
Rukum	8	6	0	2
Rupandehi	13	10	2	1
Sunsari	13	9	2	2
National	4	3	0	1
<b>Total</b>	<b>65</b>	<b>47</b>	<b>7</b>	<b>11</b>

#### Partner Progress Chart

Clusters	Stage I Start up	Stage II Developing	Stage III Consolidation	Stage IV Maturity
Bhajang	4 1	→	→	
Dhading	1 7	→ →	→	
Doti	1 4	→	→	
Mugu	3 1	→	→	
Rukum	4 2	→	→	
Rupandehi	2 7 1	→	→	
Sunsari	3 7	→	→	
National	1 2	→	→	

#### Summary

- A Partner's Capacity Assessment (PCA) was conducted with 50 organisations. The other six organisations' data is based on the PCA taken in the 2009-2010 fiscal year.
- This chart does not include government agencies or schools.
- 43 partners are at Stage 3 - Consolidation; 12 partners are at Stage 2 - Developing; and one partner has reached Stage 4- Maturity.
- 36 organisations have progressed by one level; 8 organisations progressed by 2 levels and 12 organisations are gradually growing but not enough to go up a full level.

*NOTE: The number at the beginning of the arrow indicates the number of partners the arrow represents.*

## It all started with a tin trunk

My name is Meena Thapa Magar and I am the Chairperson of Siddhartha Samudayik Samaj (SSS), a UMN partner in Rupandehi. Ten years ago, I was a housewife, with a little involvement in a savings group of 25 women in my village.

Two years later, our women's group of 100 members was registered at Rupandehi District Administration Office as an NGO, but our organisation was only involved in savings and credit activities for members. I kept the small tin trunk containing the organisation's constitution at my house, as we didn't have our own office.

After six years, we met a team from UMN who really understood our needs and potential. During four years of partnership, we have learned a lot, and significant changes and improvements have been seen at an individual level as well as at an organisational level. We clearly understand our roles, responsibilities and required competencies as members of an NGO, and have developed a long-term plan for the poor and marginalised community we serve. Now we are busy carrying out women's empowerment activities for more than one thousand women, listening to them and supporting them as they work to solve their own problems.

All the support given by UMN staff has been very useful for me as I lead my organisation. Along with my team, I am putting into practice my newly-acquired skills and knowledge. We now have well-managed office rooms. Visitors enjoy reading organisational information from the information board. Appreciation and positive feedback about our good performance, through phone calls and emails from stakeholders, have been very encouraging.



Besides managing volunteers, my time goes into facilitating training and workshops about domestic violence, human trafficking, and the social audit process for other organisations.

In the future, I would like to see empowered women and girls in our target areas, so that they will be able to protect themselves from the risk of human trafficking. Options for self-employment for women and girls will be provided, so that they can earn money and become more financially independent. Based on learned skills and knowledge, we will build the organisational capacities needed to achieve these goals.





In its work with partners, UMN continues to strengthen the voice of communities, build accountable and effective governance and institutions, and support partners in their capacity to campaign for justice and equity. Many encouraging examples from around the country show how this approach leads to a fuller life for ordinary Nepalis.

Last year, we reported on the long advocacy struggle waged and won by a marginalised community in Dhading. Now, irrigation water is flowing into their fields for the first time in over 30 years. The district administration has allocated funds to restore their irrigation channel after three decades of neglect. The community's potato production has increased more than four-fold since the water started to flow.

Communities in Sunsari have spoken out about cross-border violence and have seen more and better policing in the area as a result. A women's network in Kapilvastu is developing the skills, networks and plans to campaign against domestic violence. Partners in Mugu and Doti continue to use the media and other avenues to raise awareness about disability and improve access to services and entitlements for people with disabilities.

Our programme to improve governance and accountability has expanded to two clusters this year – Doti and Rukum. Four partners, working in four VDCs, reached every household to raise awareness about Nepal's participatory local planning policies and their rights under the law. As a result, more than NRS 2 million (USD 28,000) worth of projects that reflect the community's own concerns – water supply and irrigation, road construction, school building and repair, and support for people living with HIV and AIDS – were funded (see story, right).

UMN continues to be active in food security and hunger issues. According to a recent World Food Program report, some parts of Nepal are among the most food insecure places in the world, with more than 62% of children stunted and at least 45% underweight. With other members of the Right to Food Network, we have contributed research and analysis into the state of the right to food in Nepal. This report is nearing completion, and will be a powerful tool to focus our lobbying and advocacy efforts, and also a resource to help mobilise grassroots action against hunger.

## NATIONAL CONTRIBUTION

Our advocacy staff have also been supporting and developing a combined churches advocacy and integral mission campaign, the Christian Commitment to Building a New Nepal. Through that programme, over 1,600 Christians have already been mobilised to consider how they can work together to address some of the challenges their communities face, and new relationships are being forged between churches and political and social leaders to tackle social issues.

## Some sample statistics

- NRS 2,000,000 (USD 28,000) of VDC funds channelled into community-driven projects
- More than 1,000 households participating in local government planning
- More than 1,600 Christians contributing to discussions about building a New Nepal
- 8 community organisations trained in advocacy techniques

## We will decide, together

Maili Nepali is HIV positive. Her husband died about six years ago, although she didn't know at the time that AIDS was the cause. After marriage, the couple had worked in India, but Maili returned periodically to the family home in Doti. During one of their long separations, her husband became infected with HIV and, in turn, infected his wife when they were reunited.



As well as helping them to understand the realities of their HIV-positive status, and what health measures they need to take, UMN has helped a group of women to speak up and access local government resources. Even though these HIV-positive women are some of the most vulnerable people in their community, they were trained and helped to contribute to community discussions of the local government budget and plan, and to develop a proposal for local government support.

Maili and her friends and neighbours had never participated in this way before, but they engaged in the political process in a way that earned the respect and support of the local administrators and political parties.

Through this community advocacy, as well as the roads, water sources, temples, classrooms and irrigation systems that were funded, the VDC budget allocated NRS 26,000 (USD 355) to support women living with HIV and AIDS. "I am very happy," Maili said. "Often we can't work. We can't eat. Sometimes we are too sick even to take our medication. So the funds will be very helpful to improve our livelihoods and pay for medical care. We haven't decided yet how we will use the money, but we will take that decision together."





# WHERE WE WORK



DOTI ①

Poverty Ranking - 66  
UMN started working here in 2008.  
Number of staff in UMN's Doti office - 10

UMN is striving to raise awareness about the rights of women, stressing the importance of education for girls, and is working with its six partners to stop discriminatory practices against disabled people and girls.



BAJHANG ②

Poverty Ranking - 73  
UMN started working here in 2008.  
Number of staff in UMN's Bajhang office - 11

Bajhang has six partners at present. This district faces the challenge of food security and soil erosion. Discrimination against women, Dalits (members of the low caste community) and people with disability are some of the issues that UMN is addressing in Bajhang.



RUPANDEHI ③

Poverty Ranking - 13  
UMN's cluster work began in 2005.  
Number of staff in UMN's Rupandehi office - 12

UMN has had a strong involvement in Rupandehi for many years and now has 13 partners. Situated on the border between India and Nepal, seasonal migrants to India are vulnerable to HIV infection. Tension between different ethnic communities and faith groups has resulted in conflict at times. This district, though rated at 13th in the poverty ranking, contains some very poor communities.



MUGU ④

Poverty Ranking - 75  
UMN's cluster work began in 2005.  
Number of staff in UMN's Mugu office - 10

A geographically challenging district in the high Himalayas, Mugu has no access to motorable roads. There are five partners now. With unstable slopes and infertile land, low food production leaves many people struggling to feed their families throughout the year.



DHADING ⑤

Poverty Ranking - 44  
UMN's cluster work began in 2005.  
Number of staff in UMN's Dhading office - 9

Dhading is a fertile agricultural district just three hours ride from Kathmandu. UMN now has 10 partners there. Situated on the highway, exposure to HIV and AIDS is high, and discrimination against people living with AIDS is a concern. The northern parts of the district, where several of UMN's partners work, are particularly poor and difficult to access.



SUNSARI ⑦

Poverty Ranking - 14  
UMN started working here in 2004.  
Number of staff in UMN's Sunsari office - 12

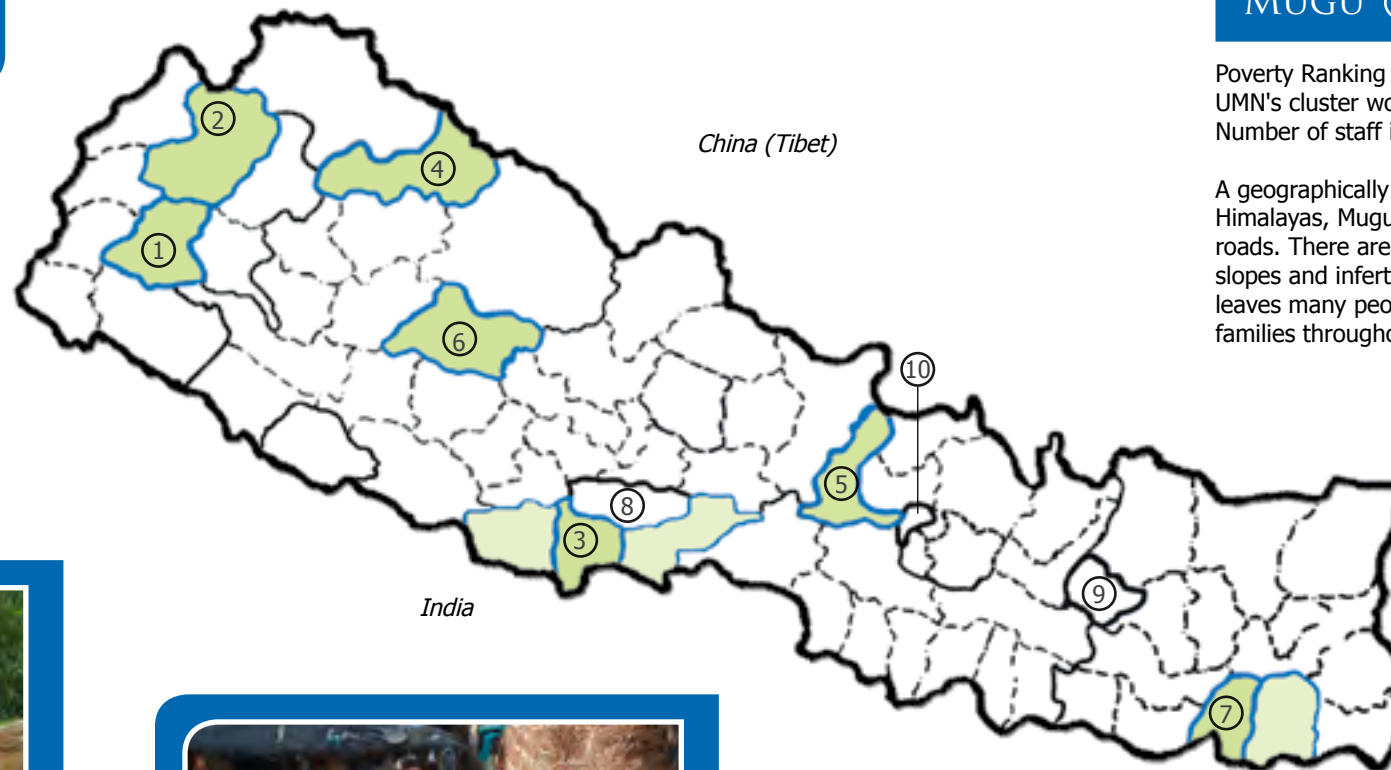
Sunsari is located on the fertile plain land on the border between Nepal and India. It is currently working with twelve partners. The political instability resulting from frequent strikes in the last two years has affected employment and industrial production. Cross-border crime has led to tension and uncertainty. There are also many poor communities in Sunsari



RUKUM ⑥

Poverty Ranking - 60  
UMN started working here in 2006.  
Number of staff in UMN's Rukum office - 8

Rukum is one of the key districts in mid-west Nepal where the insurgency started. UMN's Peacebuilding work has made a difference in the lives of widows through various income generation programmes. Sanitation, safe drinking water and transportation are also some of the development needs. There are eight partners now.



- ⑧ Tansen Mission Hospital
- ⑨ Okhaldhunga Community Hospital
- ⑩ Thapathali Office, Kathmandu





UMN has seven local offices, called “clusters”, which were established over the five years from 2004-2009 in seven different geographical areas, ranging from the Himalayan region to the mid-hills and the plains. These cover 10 of Nepal’s neediest districts. These locations were prioritised and selected on the basis of a number of indicators, including need-based development indicators, the small number of other INGOs working there, and the presence of groups and communities with whom we could potentially relate.

Each cluster ensures that UMN has an effective presence and close relationship with all of the stakeholders in the district, including the partner organisations. They also all have a small multi-disciplinary team of technical officers and advisors. All team members in the cluster are managed by and accountable to the Cluster Team Leader.

Cluster teams identify and work in co-operation with our local partner organisations in order to achieve significant impacts at the community level. These partner organisations work with vulnerable and disadvantaged target groups, according to their own strategies and plans. Supported by UMN’s centrally-based teams, the cluster staff strengthen the organisational and technical capacity of the partners, and ensure the optimal use of allocated funds to the communities. They see that UMN’s strategic approaches of capacity building, advocacy and integral mission are implemented in the cluster to transform individuals and communities, leading towards greater fullness of life for all.

## BAJHANG

Bajhang is one of the least developed districts in Nepal. Gender and caste discrimination are strongly prevalent there. UMN, through its partners, is making an effort to develop justice, dignity and respect among the people.

Most villages in Bajhang only have enough food for less than six months of the year. To provide more food for families, many men migrate to India to do daily labouring work. This causes social and family disruption. To encourage men to stay with their families, training has been given on vegetable production and livestock rearing. As a result, more than 24 households are now able to eat more nutritious food, and increase their income by selling the vegetables and livestock. New varieties of rice seed are being tested in an effort to increase production.

According to district statistics, more than 60% of the population is illiterate, with only 14% of women able to read and write. More than 38% of the children are illiterate, with almost the same percentage engaged in economic activities. In order to encourage children to stay at school, UMN, through its partners, has provided scholarships to more than 70 students this year. Local schools have been trained in child-friendly teaching and learning methods.

Health facilities for many in Bajhang are more than a day’s walk away, which puts people’s health, particularly women’s health, at risk. Currently the contraceptive prevalence rate is as low as 21%. UMN gives technical support to women’s groups and Female Community Health Volunteers in order to improve maternal and new-born health, and provides basic equipment to health facilities through the District Quality Assurance



Committee. Children with disabilities have been assessed, and three sent for treatment. Forty households in a Dalit (low caste) community have toilets now, and this village will soon be declared an Open Defecation Free Zone (ODF).

## DHADING

This year we have encouraged our partner organisations to constantly interact with community groups to strengthen social mobilisation and co-operation. A recent example of this is the way two of our partners entered into a partnership with government offices to support a toilet construction programme in the community. The entire Pipaltar community has constructed toilets and people are using them; thus Pipaltar has been declared an Open Defecation Free Zone (ODF). People, particularly children, have already started experiencing better health and less sickness. This means that children can go to school more regularly, and fewer household resources are needed to pay for medicines.

We are also encouraging our partner leaders to delegate more responsibility to their staff to get them more involved and to give them a sense of ownership in the organisation.

The culture of providing cash incentives to participate in training, and higher levels of subsidy in kind and materials given by many other organisations, is a challenge for our partners in Dhading to deal with. Staff retention has also been an issue, both in UMN and for our partners. Loss of trained and experienced staff means an additional workload for others.

The local curriculum developed by UMN and its partner on Road Safety has been implemented in more than 170 schools in Dhading District. This has reduced the number of road accidents.



In Baseri Village Development Committee (VDC), more than 95% of households have installed Improved Cooking Stoves (sometimes known as “smokeless stoves”) and they are preparing to declare this village a Smokeless VDC. Use of these stoves saves timber and significantly reduces smoke inside the house, saving people from chest, skin and eye infections.

## DOTI

One of the key development challenges in Doti is HIV and AIDS. Doti district is ranked the second highest in HIV prevalence in the country. UMN, with the District Health Office, the District AIDS Coordination Committee, and its partner Centre for Equal Access Development Nepal (CEAD-Nepal) is combating the HIV and AIDS situation. They provide support for nutritious food, initiate income generation activities, cover the cost of transportation to the District Centre (where people need to go to take ARV medication), raise awareness about HIV and AIDS and combat discrimination against people and families living with AIDS. Three groups of people living with AIDS started raising goats to increase their income. The number of goats has increased by 50-100% by careful breeding.

The literacy rate in Doti is 42% (male 61.6% and female 25%). There are more than 300 schools in Doti, but the quality of education is poor, due to poor management and out-dated teaching methods. UMN has trained 30 teachers in child-friendly teaching methods through its partner, Rampur Higher Secondary School (RHSS), and its 13 feeder schools. The new ways of teaching can be seen in about 17 classrooms in five schools. More than 1300 students benefit from this programme. At RHSS a library, computer class and science laboratory have been established. The District Education Office will soon declare RHSS the first child-friendly school in the district.

Another development challenge is food security. Doti is ranked in 64th out of 75 districts in this regard. Doti is a hilly area, and the main problem is irrigation. UMN is working through partner NGOs and co-operatives in close collaboration with the District Agriculture Office and Right to Food network. In 5 VDCs, every



household is growing and eating vegetables. Most are selling the surplus vegetables in the local market, thus increasing their income. They have also learnt about storage and market promotion. Irrigation systems have been improved, so the farmers can grow seasonal or off-seasonal crops. More than 100 households earned NRS 5000 (USD 68) each per season by selling vegetables.

UMN also supports a local radio programme, “Nasuniyeka Swarharu”( Unheard Voices), that promotes the rights of people with disability. It has been received very well by the community and people are aware of their rights and of the services provided by the Government. Four hundred and ninety people with disabilities have received identity cards this year, and five children with disabilities have received treatment from UMN.



# MUGU

As a geographically remote district, with no motorable roads, Mugu experiences many development challenges. According to development indicators, poverty levels are high. Many of our partners are relatively new, so this year we have focused on assisting them to develop their organisational policies, strategies and management systems, enabling them to serve their target communities more effectively.

Scholarships enabled 146 Dalit (low caste) and marginalised students to continue their school education. For the first time in Mugu, a Dalit girl was able to finish her schooling and is currently doing a nursing course in Dhangadhi. At present, there are 1538 Dalit girls going to school, as compared to only 32 in 2005. Ten Child Clubs (152 children) have achieved good results in sanitation and child rights campaigns in their respective communities.

About 90% of the households in the target community are growing and consuming vegetables in their daily diet, and 216 households in the Karan belt have cultivated beans, maize, mustard and vegetables for local consumption for the first time, thus reducing food shortage.

After a tedious two-year process, UMN partner RSSK has been successful in installing a water mill in Rowa, Mugu. This mill is used to extract oil from mustard and sunflower plants, and hull rice, making life much easier, particularly for women. Otherwise everything had to be done manually, or produce taken to the closest mill, 2-4 days' walk away in Jumla.

Technical support in strengthening Community-Based Maternal and Neonatal Health Care was provided to 42 government health facilities, including the district hospital, and to 370



community health workers. UMN also worked closely with the District Health Office to form a District Quality Assurance Working Committee to improve health services.

Two of our partners received an award from the Nepal Blind Association, in recognition of their invaluable commitment in providing inclusive education to 23 blind students in Mugu.

# RUKUM

The key development challenges in Rukum still remain high levels of poverty, low rates of adult literacy, domestic violence, food insecurity (particularly in the eastern parts), poor sanitation and hygiene, and vulnerability to disaster.

UMN's work in Rukum, in its effort to give people better, fuller life, has had some encouraging achievements this year. Improved cooking stoves were installed in 130 households in the high altitude village of Ranmamaikot. All these stoves are in use and have contributed significantly to better health, and also to reducing forest loss, as they use much less firewood. Five village settlements (302 households) have been enjoying better sanitation after the installation of toilets. Four wards in three VDCs have recently been declared Open Defecation Free Zones this year.

The Seed Testing Laboratory installed last year in the premises of Subtropical Vegetable Seed Production Centre is open, and has been providing services to 765 households. This is a major breakthrough in promoting quality vegetable seed for farmers in Rukum. Vegetable seed production has increased dramatically from 36 to 80 tonnes this year.

Communities from two VDCs are now better aware of participatory planning processes and are empowered to speak up on social issues to local bodies. This year, they have been successful in influencing decisions about allocating the local VDC budgets for women, drinking water, sanitation and local road making (see Advocacy, page 16).



Malnourishment in children under five is a major problem. This year, 27 out of 40 children graduated from PD Hearth centres (see page 7). Mothers have learned about the importance of nutritious food which is locally available and easy to prepare. Their children are much healthier as a result.

# RUPANDEHI

This year, Rupandehi Cluster developed its five-year strategic plan, including neighbouring Nawalparasi and Kapilvastu Districts, as well as Rupandehi District.

Income generation for vulnerable communities has been a focus of activity this year. Tharu people in Kapilvastu have had excellent results from the Buddi Lake fishery project, from which 276 households have benefited. So far, NRS 500,000 (USD 6757) has been generated from the sale of fish.

Other income generation activities included off-season vegetable farming, pig-raising and candle making. Forty-one families benefited from pig-raising, 236 families grew off-season vegetables, and 80 women, having received training, now earn an income making candles.

One of the major contributions of UMN's education work at a national level was the production of the Multi-Lingual Education books in two ethnic languages. Five multi-lingual books and a teacher's guide book have been published, and are being used in five schools. Non-formal classes for women continued strongly this year. As a result, 272 women can now read, write, solve basic mathematical problems and guide their children in their studies.

Hindu and Muslim rivalry is quite prevalent in Kapilvastu, and there have been several disputes in the past based on this enmity. UMN and its partner, Lumbini Christian Society, have made an effort to address this problem through the Interfaith Community Network. Now, both Hindu and Muslim students learn happily together at a Madarasa – a Muslim school which had only Arabic and Muslim teaching until recently.



For some years, UMN has been working closely with several Health Posts to improve maternal health, encouraging women to come for regular visits and to give birth. Dubiya is a village in Kapilvastu with the highest mother and child mortality rate in the district. Recently, a 24-hour birthing unit was established in this village with UMN's support, and 14 mothers have given birth there safely.

# SUNSARI

HIV and AIDS are a continuing problem in this district, situated on the Indian border. A three-year HIV and AIDS Prevention, Care & Support Project was able to directly help 52 HIV-positive people and their families through support for nutrition, referral services for treatment and income generation activities. Lessons about sexually transmitted diseases and HIV and AIDS were given to 1704 vulnerable community people.

Cross-border crime has created tension and uncertainty, but the formation and support of Peace Committees at a village level has given vulnerable people an opportunity to share their problems with local police (see page 9). Discussions with Indian authorities have led to more effective relationships and greater stability.

Three hundred and fifty households have been included in the three-year Enterprise Development and Micro-finance Development programme, out of which 75% are now running small businesses. These small businesses earn from NRS 2,500 (USD 34) to NRS 12,000 (USD 163) a month, greatly enhancing household income.

UMN has also facilitated and developed confidence and skills in disaster preparedness. This year, 1049 people received training. People now have better knowledge about how to deal with natural disasters such as floods, fire, drought and diarrhoea epidemics through this four-month programme.



Sunsari Cluster has also developed a five-year strategic plan, which has helped in giving the team a clearer vision as they move forward. The cluster team has also faced some difficulties with a partner in transparency issues, and had to terminate one partnership.

It is encouraging to see some of our partners grow in ability and competency and be able to handle more demanding projects on their own. Their capacity to manage larger projects has developed, but lack of resources to support projects limits the expansion possibilities.





## BOARD & GOVERNANCE

The key focus of the UMN Board over this period has been reviewing UMN's Vision and Mission statements, through an extensive consultation with staff, Supporting Partners, and other stakeholders. The new statements clearly and succinctly express what UMN is working towards, and how we do this, providing a good foundation for future work. The Board has also been working to improve UMN's financial governance procedures and has made some changes to the UMN constitution. During the year, four board members came to the end of their tenure, including Jane Furniss who has served as acting Chair for the last two years. Five new members joined the board, bringing the total back to the full complement of 12. The Board took an active role in the organisation and running of the biennial General Assembly. The 2011 GA brought together representatives from 19 Supporting Partner organisations for a time of sharing, updating and developing new initiatives.

## EXECUTIVE DIRECTOR'S TEAM

The focus of the Executive Director's team this year has been to align the organisation with the new Strategic Plan, and access the resources for its implementation. The Funding Management Team has been very successful in sourcing financial resources for larger programmes in our cluster areas, resulting in more significant community-level impact. Relationships with our Supporting Partners have been strengthened through the General Assembly (see above) and we have had 21 visitors from 10 organisations. We have also worked on increasing our efficiency as an organisation, streamlining systems and reducing support costs. UMN has remained active in a number of national and regional networks, including the Association of INGOs in Nepal (AIN) and the Micah Network. In May of this year, the death of our Programme Director, Shaha Bahadur Gurung, who served in UMN for eight years, was a great shock. We continue to pray for his family in their loss.



## HUMAN RESOURCES TEAM

At the end of this financial year, our staff numbers are a little less than last year, due to the strategic reorganisation. We now have 127 Nepali staff (89 male and 38 female) and 50 expatriate appointees. We also have 8 interns and 3 resident volunteers.

Seventy of the Nepali staff and four expatriates are based in clusters, and 21 expatriates serve in Tansen and Okhaldhunga hospitals. Two Nepali Advisors are at present doing further study in the UK.

All staff received new contracts from July 2010, when the new salary structure was implemented. During the year we have been piloting a new Staff Appraisal and Development System, which is now being evaluated. Our staff survey this year indicated a good level of staff satisfaction.

Much time and effort has been spent especially by our Liaison Officer in accessing visas for expatriates. The delay in signing UMN's Five Year Agreements with the Government meant that temporary visas had to be extended four times.

A much-appreciated expatriate spiritual retreat was held in May. Devotions led by Rendall Day, the Pastor of the Kathmandu International Church Community, were helpful and challenging. A successful staff social event, the "Bhetghat", was held for 2 days following the Learning Review in October.

## GOVERNMENT RELATIONS

The renewal of UMN's General Agreement and Project Agreement for next five years, effective from 26 November 2010, was signed (see photo, left). With these agreements in place, we now have gratis visas granted for our expatriate volunteers. We were very much supported by the Ministry of Foreign Affairs in getting our expatriates visas extended. Our relationships with local government officials in Cluster areas and at the central level with the government line ministries are generally good.

## CORPORATE SERVICES

This year Corporate Services facilitated the development and deployment of a suitable strategy based Information and Communication Technology (ICT) Framework for UMN. ICT deployed ADSL internet at all clusters for a cost-effective internet service, and set up an internet telephone system for ISD and free calls between clusters and Thapathali. To provide a reliable power infrastructure in clusters, ICT helped buy and install diesel generators at Rupandehi, Dhading and Sunsari clusters, and solar back-up systems were procured for Bajhang,

Doti and Rukum. In addition to this, low power computing and file/network sharing devices were deployed at Clusters so that our operations can be energy efficient and staff can use equipment easily. Also, the ICT team completed the INGO/NGO database development at the Government of Nepal Social Welfare Council, as part of the AIN IT team.

The Site Management Team continues climate-friendly activities, such as the replacing high watt bulbs with CFL bulbs, replacing high water consumption toilet flushers with small ones, collecting waste papers for recycling, managing power generation and producing plants for use in UMN's garden.

UMN archives are held at Yale University Divinity School and a new way of archiving important documents is being planned.

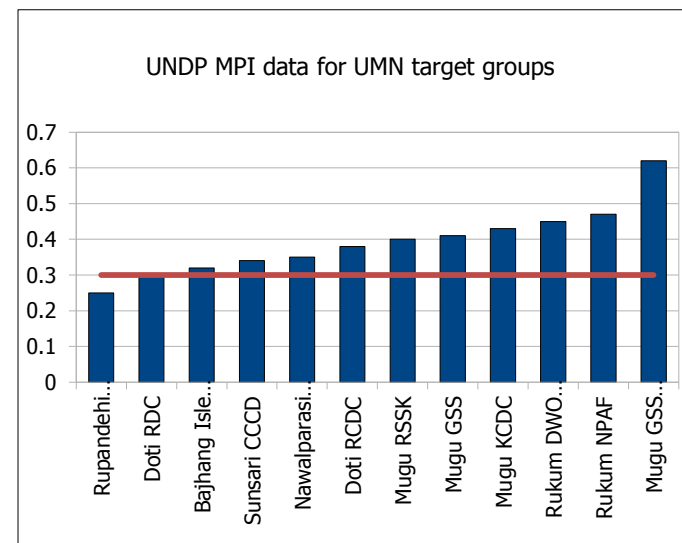
## SECURITY

Thankfully, there were fewer strikes and bandhs in this year than previously. Some strikes were imposed during May, before the Constitution-drafting deadline was extended until August 2011. Frequent changes of government contributed to insecurity and the deterioration of law and order in the country. At times, the security situation on the Terai was

## SOCIAL ACCOUNTABILITY

To maintain and demonstrate our focus on the poorest communities, UMN has revised its community situation baseline. In 2010, the United Nations Development Programme (UNDP) launched a new measurement of poverty called Multi-dimensional Poverty Index (MPI). This index assesses the household as a unit, so it can be applied easily to the communities UMN works with. Our new baseline tool is called Multi-dimensional Situation Assessment, and includes data that enables us to make direct comparisons with the MPI for Nepal and the UNDP's own definition of poverty.

Whenever a UMN programme makes a community assessment, we now include the questions needed to provide an MPI. The MPI index is on a scale of 0 to 1, and the UNDP defines multi-dimensional poverty as an MPI value of 0.3 or more. This year, our surveys of 11 different target groups show that all but one have an MPI higher than 0.3, so are on average "multi-dimensionally poor" (see red line on graph below). Because UMN's target groups are mostly geographical, they contain a mix of poor and very poor people and groups. But even in a community which is less poor, we focus on the poorest households.



quite difficult, due to the increased activities of various armed groups. Although occasional strikes imposed by agitating groups made travel to and from clusters difficult at times, we did not experience major impacts on our cluster work. Only 30 partner activities have been directly affected this year, and the few donation demands received from political parties were dealt with in accordance with our policy. An earthquake drill was carried out with all UMN staff to raise awareness about how to act during a real earthquake, and a plan is being developed to guide UMN's response to a major catastrophic earthquake in the Kathmandu Valley.

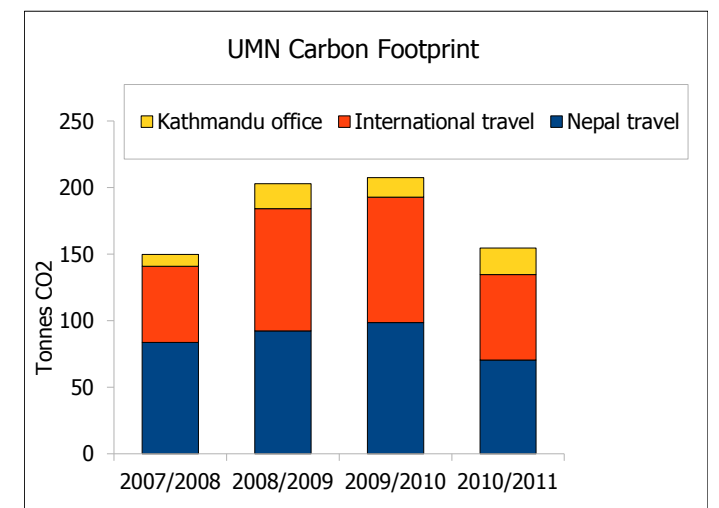
## COMMUNICATIONS

This year, the Communications Team combined UMNews with UMN Prayer Updates and Cluster Connections, so that only one regular publication is mailed to supporters, thus streamlining production work and reducing mailing costs. The new-look UMNews has received positive feedback from recipients. Around 2,400 copies of the UMN Calendar were sold or distributed. A major DVD production, Fullness of Life, was completed, and a regular bi-monthly email to supporters instituted. UMN's first Christmas Appeal raised USD 2,700. A set of posters highlighting UMN's four technical areas of work was produced.

We have continued our commitment to monitoring UMN's environmental impact through the calculation and publicising of our organisational carbon footprint. This year:

- The carbon footprint from travel within Nepal is at its lowest level in the four years of measurement. This is great for the environment but raises interesting questions about UMN's work. Why are we travelling less? Is it the nature of the work, are we too "tied to our desks", or are there other reasons?
- Emissions from the Kathmandu office have increased marginally. This seems to be due to more vehicle journeys made from Kathmandu to clusters, particularly as there have been a lot of visitors.
- For international travel, the carbon emissions are almost directly comparable with kilometres travelled. Within the reduction overall is less travel miles by both UMN staff and the Board.

On one level, the reduction in carbon footprint is impressive. However, we have to remember that UMN's corporate objectives require us to travel, particularly within Nepal. Sometimes, a reduction in emissions ... may not be good for the poor communities we serve.







## HOSPITAL SERVICES OFFICE

The Hospital Services Office provides central logistic support to two hospitals – Tansen and Okhaldhunga. The Hospital Executive Committee continued to work on the transition of the hospitals this year and a visit from a Ministry of Health and Population team to Tansen Hospital was a highlight. After an interactive meeting with various stakeholders, the visitors submitted a report to the Ministry's Policy Co-ordination Committee. The report suggested that UMN develop a five-year strategic plan for the hospitals, and sign an agreement with the definite goal of handing over at the end of this five-year term. The Hospital Executive Committee, with the approval of the UMN Board, has made a plan for the hospitals as suggested, and has submitted it to the Ministry.

## UNITED MISSION HOSPITAL TANSEN

Tansen Hospital has continued to provide health services through its various departments. The hospital began a diabetic clinic and urology service this year. Besides this, a special children's heart clinic was also conducted, where Dr. Bhagawan Koirala from Kathmandu and some visitors from the Mayo Clinic examined children with heart problems. The hospital has also added a new ultrasound machine, cystoscope, coulter counter and semi-automatic biochemistry analyser.

MDGP( Medical Doctorate in General Practice) postgraduate training for doctors, internship trainings for junior doctors, anesthetist assistant training, skilled birth attendant training, mid-level practicum training, a pediatric nursing course and a Diploma in Pastoral Healing Ministry were all included this year. The hospital remained focused on the compassionate holistic care of patients, providing pastoral care and counselling services throughout the year. The free care service continued to ensure that no-one was deprived of treatment because of financial difficulty.

The Community Health Department (CHD) continued its community-related work: prenatal and post-natal care as well as services to children under five in the town clinic, broadcasting various health education materials through local FM stations, and also a nutritional and rehabilitation centre for severely malnourished children. It liaised with the local government health post and sub-health posts and took part in various national activities in community health-related issues. The CHD conducted a two-day training course about Road Traffic Accident victim rescue and management in rural areas for traffic police and journalists.

There were several formal and informal visits from the representatives of partner organisations, including the Nick Simons Institute, FELM, the Ministry of Health, and dignitaries and faculty members from various institutions.

The hospital was awarded a certificate in recognition for providing exemplary health services for Palpa and the surrounding districts from the District Development Committee last February.



Tansen Hospital also had to face a number of challenges. These included dealing with litigation from displeased relatives in cases of treatment or death, human resource management at the senior level, and water shortages.

## OKHALDHUNGA COMMUNITY HOSPITAL

Okhaldhunga Community Hospital had an adequate number of doctors during the year, including a qualified surgeon from Norway who served for a few months. This allowed the hospital to provide both curative and preventive services through the hospital and the Public Health Unit respectively. It also continued its district posting training for the MDGP residents and was able to send two medical officers for advanced Skilled Birth Attendant training in Kathmandu. Some staff members were also sent for short term courses: Skilled Birth Attendant training, anesthetist assistant refresher course and X-rays and dark room assistant courses conducted at Tansen hospital.

For the first time since its establishment, the hospital was able to buy a piece of land and had it registered in its own name. A new vehicle, a new X-ray machine and some other lab equipment were also purchased. Free treatment for children under three and those weighing less than 12 kg was given, and the Nutritional Rehabilitation Centre and the Waiting Home for high risk mothers continued to provide important services. The hospital pastoral care and social service unit provided counselling services and financial assistance to needy people. The government's free maternity service scheme was implemented in the hospital for the first time, and over 500 mothers benefited this year (see Phunam's story, below).

The Public Health Unit continued to work in 11 Village Development Committees (VDCs) with funding from Norway (NORAD). In the four VDCs where our programmes were phased out, follow-up activities were conducted. A long-term partner and donor, Child Fund Japan, has concluded its funding from this fiscal year. The closing ceremony for this was conducted in June, when government officials, the director of Child Fund Japan and representatives of other related organisations in the district attended. The Public Health Unit also conducted three medical and dental camps, besides giving regular support to the government health posts and sub-health posts. The hospital and Public Health Unit were also involved in various health-related national events organised by the District Health Office and District Public Health Office.

	Tansen Hospital	Okhaldhunga Hospital
Admissions	11,352	2,905
OPD visits	79,991	21,771
ER visits	12,987	918
Bed occupancy	78%	100%
Deliveries	1,808	520
Tot Surgery	7,274	1,207
Income	NRS 172,013,287	NRS 49,304,744
Expenditure	NRS 172,013,287	NRS 43,027,575
Free care	NRS 9,248,504	NRS 5,286,575

A five-year strategic plan and a plan for an infrastructure development for 50 beds by 2016 were also submitted.

Some of the challenges the hospital faced included not being able to recruit a permanent senior medical doctor, irregular electricity supply, interrupted communications and problems with transportation.

## Two, for the price of – none!

They had walked for two days to reach the hospital. Phunam, just 18 years old, was pregnant with twins, the first twin in breech position, and her blood group was Rhesus minus. They had been told to go to Kathmandu for a caesarean section but, as landless labourers, they would have had to take a loan which would cripple them financially for life.

But in the village, they were advised to go to Okhaldhunga Hospital. On examination at the hospital, all the problems were confirmed. She was given the chance to try for a normal delivery, while everything was kept ready for a caesarean section, if that should turn out to be necessary.

Because of her blood group, she was given an injection which reduces the risk that she would develop antibodies against her baby's blood. One of the international students visiting the hospital at the time had the same blood group as Phunam, which is rare in this part of Nepal. She was on stand-by as a "living blood bank" during the delivery.

They arrived just before Dashain, the most important Hindu festival. First they wanted to go home to celebrate, according to tradition, but were persuaded to stay in the hospital's Maternal Waiting Home. Just as well, because labour started on the main day of Dashain. The first twin came in breech position, but easily, with just a little help from the attending doctor. It was a boy, weighing just 2 kg. The second twin was a healthy girl of 2.5 kg. They were both Rhesus positive. We followed up closely after birth, but they developed no problems.

This little family is a part of the delivery boom at Okhaldhunga, and an example that good maternity care can mean the difference between life and death. Phunam and her husband were able to go home without a high-interest loan for life, and with two wonderful babies. And at no charge, thanks to all those who support free deliveries!



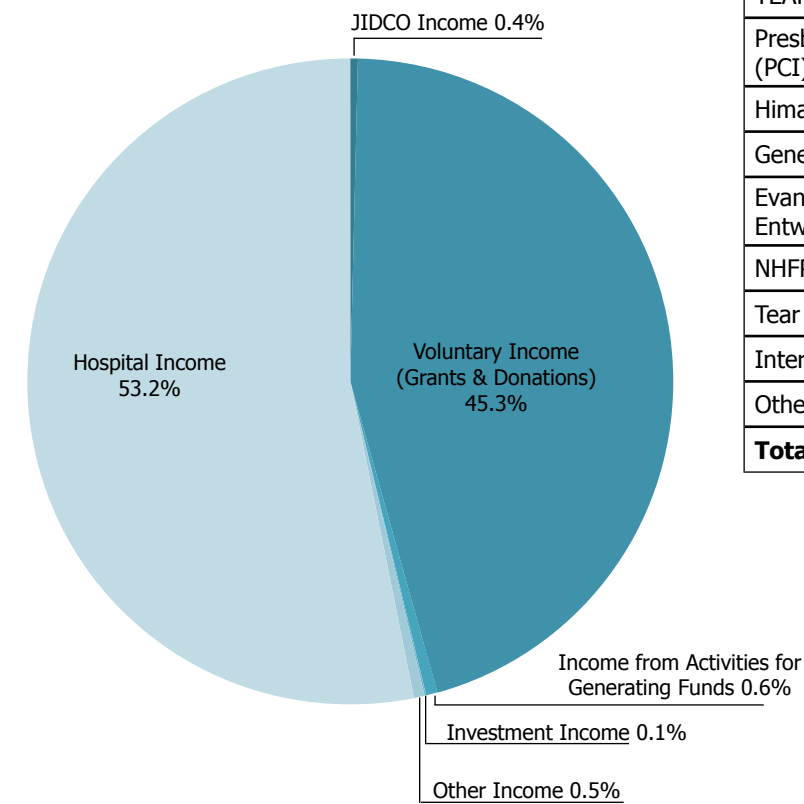




In the year ending 16 July 2011, UMN's consolidated income was \$6,946,380 and consolidated expenditure was \$6,588,961. The consolidated accounts of UMN include the full accounts of the Tansen and Okhaldhunga hospitals, the Hospital Services Office and UMN's portion of the accounts of JIDCO, a company controlled (76% owned) by UMN, carrying out a development project for people adversely affected by an hydro-electric power station. UMN's accounts have been prepared in compliance with some aspects of the U.K. Statement of Recommended Practice (SORP) published in March 2005.

#### Income

Consolidated Income was \$6,946,380, an increase of 23.8% on the prior year (\$5,610,297). The hospitals' income was \$3,692,734<sup>1</sup> accounting for 53.2% of overall income. Grants from institutions and donations from individuals amounted to \$3,144,877, including \$317,264 of expatriate volunteer services.



#### Breakdown of Grant Income (excluding Hospitals and JIDCO):

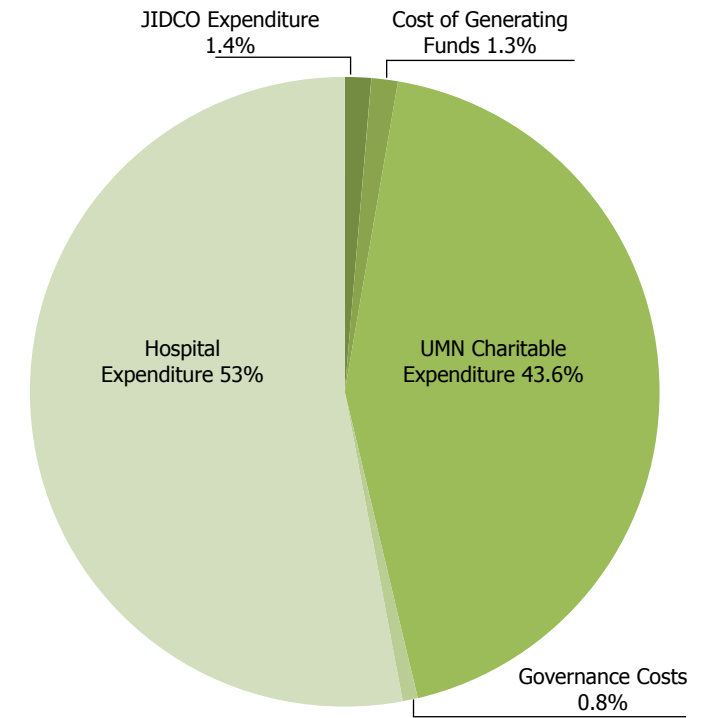
Donor	USD	%
Tearfund	339,131	12.3%
Finnish Evangelical Lutheran Mission (FELM)	327,079	11.8%
Baptist World Aid Australia (BWAA)	324,188	11.7%
TEAR Australia	308,901	11.2%
Presbyterian Church in Ireland (PCI)	294,640	10.7%
HimalPartner	208,653	7.6%
Geneva Global	168,962	6.1%
Evangelischer Entwicklungsdienst e.V (EED)	145,460	5.3%
NHFP (USAID)	134,264	4.9%
Tear Netherlands	113,861	4.1%
InterAct	76,787	2.8%
Others	319,038	11.5%
<b>Total Grant Income</b>	<b>2,760,965</b>	

#### Expenditure

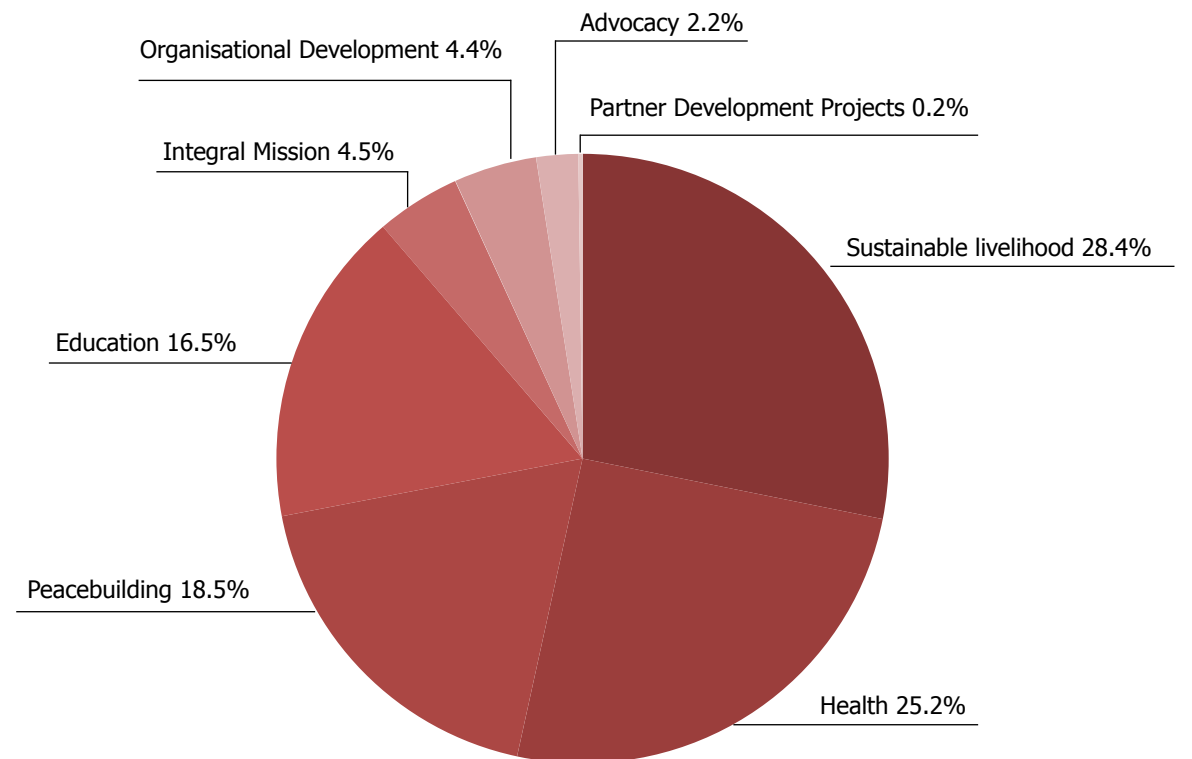
Consolidated Expenditure was \$6,588,961, an increase of 12.2% on the prior year (\$5,869,693). The hospitals' expenditure was \$3,488,915, accounting for 53.0% of overall expenditure. UMN's charitable expenditure (the amount used in programme activities) was \$2,871,060, accounting for 43.6% of overall expenditure.

The cost of generating funds (1.3%) are the costs associated with activities to attract donors and individuals to support the work of UMN. Governance costs (0.8%) ensure that there is an adequate governance infrastructure within UMN and cover the cost of the Board, the bi-annual general assembly, financial governance and strategic management.

Excluding Governance Cost and Cost of Generating Funds, the total charitable expenditure of UMN was \$6,449,220 (97.9% of total expenditure) including \$332,114 of support costs allocated in direct proportion to direct costs. No support costs were allocated to the hospitals or JIDCO.



#### Breakdown of Charitable Expenditure:



NOTE: Partner Development Projects. These are partner projects underwritten by UMN, until an external donor can be found.



Breakdown of Charitable Expenditure

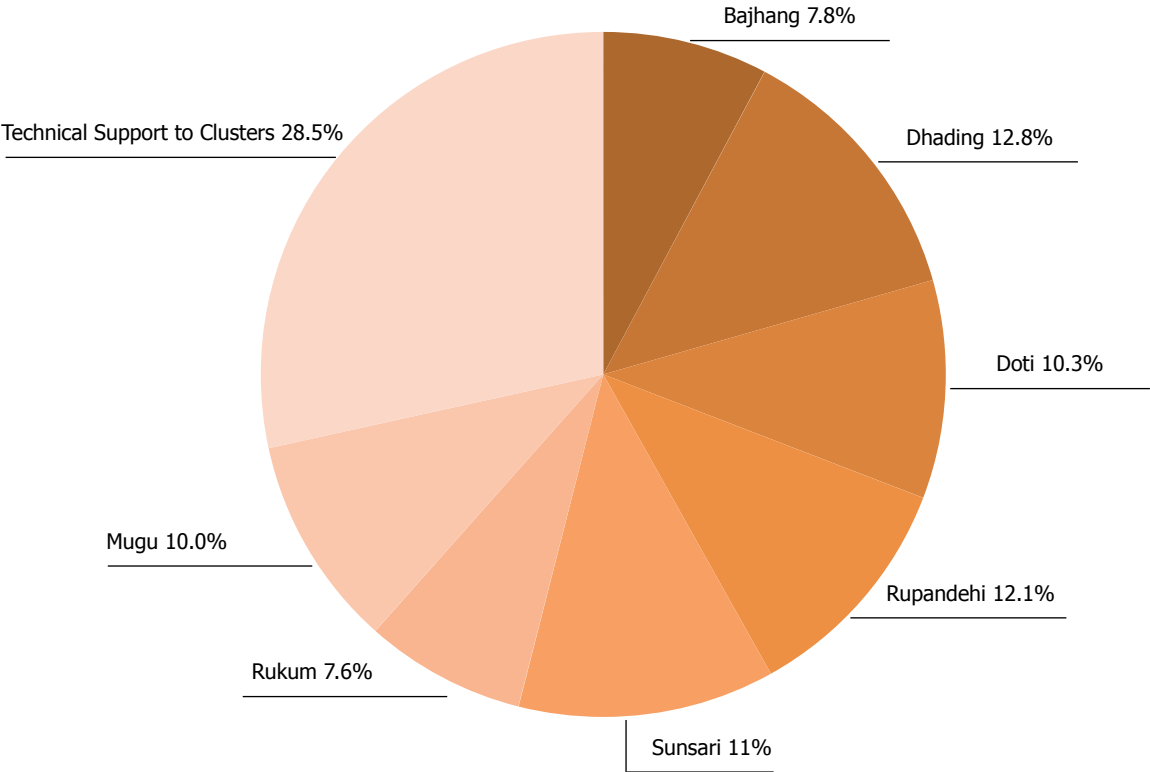
	USD	% of Total Charitable Expenditure	% of Charitable Expenditure (exc Hospitals & JIDCO)
Hospitals	3,488,915	54.1%	
Sustainable livelihood	793,716	12.4%	28.4%
Health	717,362	11.1%	25.2%
Peacebuilding	522,137	8.1%	18.5%
Education	472,149	7.3%	16.8%
JIDCO	143,445	2.2%	
Integral Mission	125,818	2.0%	4.5%
Organisational Development	123,665	1.8%	4.4%
Advocacy	62,011	1.0%	2.2%
Total	6,449,220		

The largest areas of work within UMN are Sustainable Livelihoods (28.4% of UMN charitable expenditure), Health (25.2%) and Peace Building (18.5%).

The hospitals and JIDCO work in specific geographical locations, whereas the rest of UMN’s work is split over a number of geographic locations. The 2010/11 charitable expenditure of UMN (excluding the hospitals and JIDCO) is broken down by location below:

Rupandehi, Dhading and Sunsari were the locations in which the highest proportion of UMN’s charitable expenditure was spent.

Charitable Expenditure by Cluster 2010/2011



Technical support is provided to clusters from advisory groups based in Kathmandu in order to ensure the quality and effectiveness of UMN’s work.

USD 1 = NRS 70.85  
(as at 15 July 2011)

BOARD OF TRUSTEES



Sandy Sneddon - Sandy works as Asia Secretary in the Church of Scotland's World Mission Council. He served in Pakistan for some years and been a UMN member of the Board of Trustees since 2005.



Betsy Kolkea – Betsy has worked with World Vision for the past four years, initially as Head of Human Resources (HR) in the UK, and now as Implementation Manager for a global HR information systems project. Prior to World Vision she worked with UMN for three years, two of them as Personnel Director.



Fi is based in London, and has a background in social care management in both the statutory and non-profit sectors. She has worked as the CEO of Mildmay International, an organisation working in HIV and AIDS. Fi has also worked as an organisational development consultant.



Dhanan Senathirajah - Dhanan is a qualified accountant and lawyer from Sri Lanka. His current position is Vice President - Head of Finance & Planning at the National Development Bank PLC. He serves on the Sri Lankan boards of Back To The Bible Broadcast, Campus Crusade and Haggai Institute.



Jiwan Gurung - Jiwan worked with International Nepal Fellowship for 10 years and is now on its board. He also pastored a church in Pokhara. Currently he is one of the pastors of a church in Dang District. He was previously a UMN Board Member (2003 to 2007) and is the founder of a non-government organisation in Dang.



John Lapp - John is the Mennonite Mission Network's Director for Asia and Middle East and has responsibility for their work in several countries. He previously served on the UMN Board and Executive Committee from 1998 to 2003.



Heather Payne - Based in New Delhi, Heather works as a social development consultant, mostly with Christian NGOs. She is passionate about equitable development and is developing training on biblical justice to inspire church leaders and equip them to take up social action against injustice. She worked in Nepal with UMN and INF from 1988-1996.



Henk Blom – Henk has worked with Interserve since 1981 and served with UMN from 1981 till 1990 in Tansen, Palpa. He has fulfilled several leadership posts within Interserve and other NGOs since then. Currently, he is the director of Komensky Consultancy in Pune, India.



Mahendra Bhattarai - Mahendra has been working as a development consultant for many years. He is Chairperson and leading pastor in a church group in Nepal. He is associated with several Christian organisations and is active in Christian/Non-Christian relations.



Prakash Subba - Prakash is Associate Pastor at Koinonia Patan Church in Lalitpur and has been the National Director of the Nepal Campus Crusade for many years. He has a commitment to integral mission and seeing Nepali Christians contribute to the development of the new constitution.



Richard Sykes - Richard was a lawyer specialising in international work with a London law firm for 30 years. On retiring in 2000 he worked for a year for International Nepal Fellowship in the Mid West Region of Nepal. Since then he has returned to Nepal for about two months every year to work for INF. For 10 years he is on the Boards of INF UK and the Nepal Leprosy Trust UK.



Rebecca Sinha – While Campus Chief of the Lalitpur Nursing Campus, Rebecca played a major role in transitioning the Campus to independence from UMN. She is now the Chairperson of Centre for Mental Health and Counselling – Nepal (CMC-Nepal), and consultant of the Resource Centre for CMC – Nepal.



# NATIONAL & CLUSTER PARTNERS

Name of Partner	Type of Organisation
NATIONAL	
Children at Risk Network (CARNet) Nepal	NGO
Nepal Christian Relief Services (NCRS)	NGO
Dhulikhel Medical Institute (DMI-Physio Therapy)	Inst
Restoration Centre Nepal (RCN)	NGO
BAJHANG	
Shanti Higher Secondary School (SHSS)	Inst
Ekikrit Bikash Manch	NGO
Pragatishil Yuwa Samaj (PYS)	NGO
Dalit Sahayog Samaj (DHS)	NGO
Mahila Kalyan Bachat Tatha Rin Sahakari Sanstha Limited	Coop
District Health Office (DHO)	GoN
DHADING	
Chandrajyoti Integrated Rural Development Society (CIRDS)	NGO
Nari Jagaran Kendra (NJK)	NGO
Dalit Welfare Organisation (DWO)	NGO
Jagat Jyoti Community Development Centre (JCDC)	NGO
Small Farmer Agriculture Cooperative Federation (SFACF)	Coop
Achane Higher Secondary School (AHSS)	Inst
Namaste Rural Development Society (NRDS)	NGO
Himalaya Community Salvation Society(HIMS)	NGO
Prayatnashil Community Development Society (PRAYAS Nepal)	NGO
Committed Society For Change (COSOC Nepal)	NGO
DOTI	
Rampur Higher Secondary School	Inst.
Bar Pipal Saving and Credit Cooperative Ltd.	Coop
Rural Development Centre	NGO
Disabled Service Organisation	NGO
Rural Community Development Centre	NGO
Centre for Equal Access Development Nepal (CEAD)	NGO
MUGU	
Rinimokshya Samaj Sudhar Kendra (RSSK)	NGO
Gramin Samudayik Sanstha (GSS)	NGO
Karani Community Development Centre (KCDC)	NGO
Disabled Rehabilitation & Rural Development Organisation (DARRDO)	NGO

NGO Non-governmental organisation  
GoN Government of Nepal  
Inst. Institution  
Coop Cooperative

Name of Partner	Type of Organisation
RUKUM	
Nepal Magar Society Service & Information Centre (MIC Nepal)	NGO
Nepal Red Cross Society (NRCS)	NGO
Rukmini Higher Secondary School (RHSS)	Inst
Disabled Protection Forum (DPF)	NGO
Christian Society Development Campaign (CSDC)	NGO
Nepal People Awakening Forum (PAF)	NGO
Subtropical Vegetable Seed production Centre (SVSPC)	GoN
Dalit Welfare Organisation (DWO)	NGO
RUPANDEHI	
Gramin Mahila Uddham Sahakari Sanstha Ltd (GMUSS)	Coop
Siddhartha Samudayek Samaj (SSS)	NGO
Sunawal Community Development Centre (SCDC), Nawalparashi	NGO
Nepal Abinash Social Service Organisation (NASSO)	NGO
Sungabha Community Development Centre (SCDC), Rudrapur	NGO
Jana Kalyan Higher Secondary School (JKHSS)	Inst
Bhrikuti Community Learning Centre (BCLC)	NGO
Life Development Resource Centre (LDRC)	NGO
Lumbini Christian Society (LCS)	NGO
Sakar Samuha Nepal (SSN)	NGO
Adarbhut Saving and Credit Cooperative	Coop
Bikalpa Nawalparasi	NGO
Isai Samaj Nawalparasi (ISN)	NGO
SUNSARI	
Nepal Chelebeti Disabled Women Society (NCDWS)	NGO
Sewa Saving & Credit Coop. Society (SEWA SACCOS)	Coop
Naba Jiwan Samaj Sewa (NJSS)	NGO
Participant Mobilization Centre (PMC)	NGO
Chandra Mukhi Club (CMC)	NGO
Sundar Samaj Nirman Samuha (SSNS)	NGO
Bhasi 10+2	Inst
Brethren In Community Welfare Society (BIC)	NGO
Community Development Forum (CDF)	NGO
National Community Development Centre (NCDC)	NGO
District Development Committee (DDC), Morang	GoN
Shree Purbanchal Gyan Chasu Bidhalaya	Inst

# UMN SUPPORTING PARTNERS

Australia  
Church Missionary Society, Australia  
TEAR Australia

Finland  
Finnish Evangelical Lutheran Mission

Germany  
Gossner Mission

Ireland  
Presbyterian Church in Ireland

Netherlands  
Tear Netherlands  
ICCO & Kerk in Actie

Norway  
Normisjon  
HimalPartner

Sweden  
InterAct

United Kingdom  
BMS World Mission  
Church Mission Society, Britain  
Church of Scotland  
INF UK  
Methodist Church in Britain  
Tearfund

United States of America  
Mennonite Central Committee  
World Mission Prayer League

Multi-national Bodies  
Interserve

UMN is also grateful to the following organisations for their support this year

Assemblies of God, India  
Baptist World Aid Australia  
Barnabas Trust, UK  
CEDAR Fund, Hong Kong  
Der Evangelischer Entwicklungsdienst (EED), Germany  
Evangelical Lutheran Church in America, USA  
Geneva Global, USA  
INF New Zealand  
Mennonite Mission Network, USA  
Operation Agri, UK  
Opportunity Education, USA  
Presbyterian Church in Canada  
Smyrna Church, Sweden  
Swedish Pentecostal Mission (PMU Interlife), Sweden  
Swiss Friends for Mission in Nepal, Switzerland  
The Calvary Foundation, USA  
United Methodist Church, USA  
UNAIDS  
Nepal Family Health Program (USAID)

UMN is also grateful to many individuals, groups and churches around the world who give faithful support to UMN.







### **Vision**

Fullness of life for all, in a transformed Nepali society.

### **Mission**

Inspired by the love and teachings of Jesus Christ, in partnership with the Christian community and others in Nepal and worldwide, we will serve the people of Nepal, particularly those who live in poverty:

- To pursue peace and justice for all;
- To address the root causes of poverty; and
- To make Christ known by word and life.



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