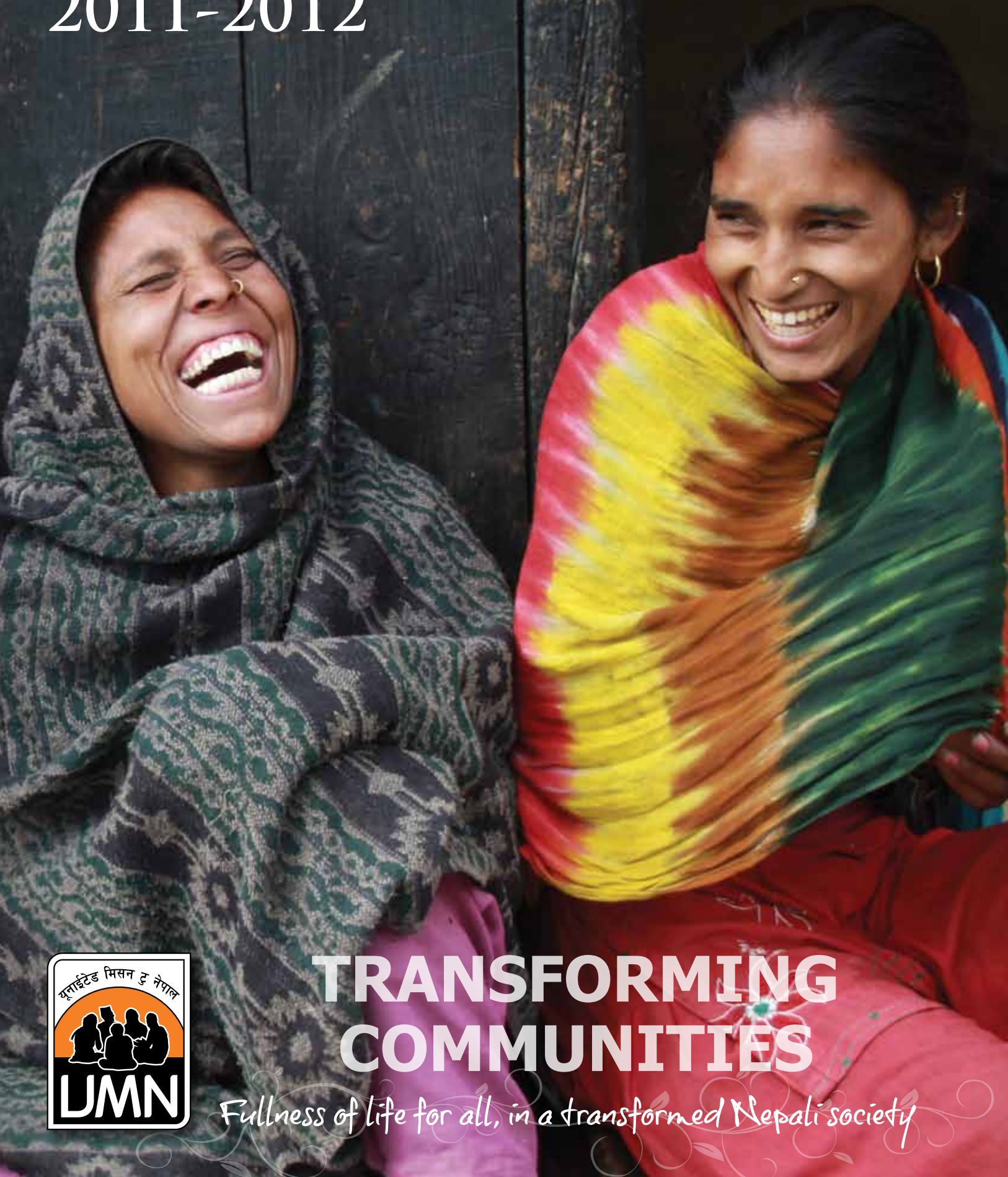


# ANNUAL REPORT 2011-2012



## TRANSFORMING COMMUNITIES

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



# CONTENTS

Welcome	3
Our Mission	4
Strategic Plan & Fullness of Life	6
<b>TECHNICAL</b>	
Education	8
Health	10
Peace Building	12
Sustainable Livelihoods	14
<b>APPROACHES</b>	
Integral Mission	16
Capacity Building	18
Advocacy	20
Hospitals	22
Clusters	24
<b>CENTRAL SERVICES</b>	
Overview	26
Finance	28
Board	33
<b>PARTNERS</b>	
National & Cluster Partners	34
Supporting Partners	35





## Dear Friends,

Welcome to UMN's annual report for the 2011-2012 financial year. The year started with the hope that Nepal would see some significant progress with a new constitution and greater political stability. The failure to produce a new constitution has been a huge disappointment and promises yet more years of political and economic instability. This has continued to provide a challenging context for our work, and I would like to acknowledge the commitment of our staff in carrying out their work in difficult and challenging circumstances across the country.

This was the second year of our strategic planning period (2010-2015), and we have continued to focus on aligning the organisation to our strategic plan. We have managed to significantly increase the funding flowing to our partners, and have also seen an increase in the resources they have accessed from other sources. To better meet the needs of the communities we serve through our partners, we have moved towards more integrated programmes, and this is reflected in this report. We have strengthened our funding, human resource, and financial management and have completed policy documents on our cross-cutting issues (Children, Conflict, Gender and Climate). In line with our value of caring for the environment, we have continued to monitor our carbon footprint and will from this year be off-setting the emissions that we do produce, while still trying to reduce them.

A highlight of the year was the celebration of Okhaldhunga Community Hospital's 50 years of service in providing compassionate, high quality, affordable health services. We have begun an expansion programme for the hospital to address the high demand for services into the future.

I would like to express our gratitude to all our stakeholders and partners, particularly the Government of Nepal, Supporting Partner organisations and others who support our work, who have made this work possible and enabled us to move toward our vision: "Fullness of life for all in a transformed Nepali society". Our prayer is that the positive changes and the impacts of our work reflected in this report will encourage you and give glory to God.

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

Thank you to all those who contributed stories and photographs for this Annual Report  
Produced by the Communications Team, UMN  
Edited by: Lyn Jackson and Vijeta Manaen  
Design: Phil Rawlings  
Cover Photo: Jerry Clewett  
© UMN 2012

# OUR MISSION:

The love that Jesus Christ demonstrated to the poor and sick, the lost and lonely, is an inspiration to all of our staff – Christian, of other faiths, or none. In our work and relationships, we are motivated to follow His example of selfless service. Jesus explicitly taught his followers that God is concerned for whole people – their physical, social and economic well-being as well as their spiritual life. So, we strive to see people as loved by God, and treat them accordingly.

Forming and nurturing partnerships is a core strategy for UMN, as we work in an attitude of co-operation and relationship-building. We see partnership as providing the opportunity for mutual learning and growing, as well as for working together effectively to achieve mutual objectives.

In a formal sense, we enter into partnership agreements with the Government of Nepal, and Nepal-based NGOs, co-operatives, networks and institutions. Informally, we want to contribute to a vibrant, effective and innovative development and mission community.

We see ourselves as part of the Christian community in Nepal, and seek to co-operate with churches and Christian groups wherever we can. We also see ourselves as part of the international Christian development and mission community, through our relationships with our supporting partners, and through coalitions and networks. We want to be part of the growing understanding of what integral mission truly means in practice.

A good servant works in the interests of someone else, not themselves, in whatever capacity is required. In our service, we will not discriminate on the basis of caste, gender, ethnicity, status or religion, but treat everyone as people made in God’s image, infinitely precious to him.

*Peace and justice* are God’s plan for all humanity. While our focus is on those who live in poverty, we believe that a peaceful and just community benefits everyone – *all*. The word *pursue* invokes a sense of urgency. We will be deliberate and focused in our efforts to achieve peace and justice.

As an organisation grounded in Christian beliefs, our work and the way we do it demonstrate Godly values. It is by working in partnership, by serving, by pursuing peace and justice and by tackling poverty that we make Christ known – and by clearly owning His name as we do so.

We believe that poverty is the antithesis of God’s plan for His world. We see *the root causes of poverty* as broken relationships – between people, between people and their environment, and between people and God. Our Fullness of Life model describes how we believe God wants His people to experience life.

We trust that our service benefits *all the people of Nepal*, as we contribute to the building of a fairer, more just and compassionate society, but we reiterate our commitment particularly to *those who live in poverty*, who suffer oppression or discrimination, who are vulnerable to abuse and exploitation. By making them our priority, we reflect the priorities of God.

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.



# STRATEGIC PLAN & FULLNESS OF LIFE

WHAT  
WE DO

Education



Pages 8-9

Health



Pages 10-11

Peacebuilding



Pages 12-13

Sustainable  
Livelihoods



Pages 14-15

HOW  
WE DO IT

Integral Mission



Pages 16-17

Capacity Building



Pages 18-19

Advocacy



Pages 20-21

CONSIDERING

Children

Climate

Gender

Conflict

WHERE  
WE WORK  
Pages 24-27



WHO  
WE WORK  
WITH

Non  
Government  
Organisations  
NGO's)

Churches &  
The Christian  
Community

Government  
Organisations &  
Institutions

Cooperatives

National  
Organisations &  
Networks

WHAT  
WE ARE  
WORKING  
TOWARDS



Fullness of life for all,  
in a transformed Nepali society



# EDUCATION



UMN's Child Centered Community Development Programme is a good example of how education can transform whole communities. Six VDCs in Dhading, Morang and Sunsari are seeing positive change, not just in educational improvement but also in livelihood development, women's empowerment and child rights. At the moment, 145 self-reliant groups are operational, 37 child clubs are actively involved in holistic child development, and 100 farmers have been trained in goat raising training and/or vegetable farming.

Child clubs have proven to be powerful in uniting children and bringing about transformational development. Through child clubs, young people are organising Child to Child classes for 480 children in 25 places in Sunsari and Morang. These classes are helpful in improving academic achievement and leadership skills. Children also learn about health and hygiene, and pass along these messages to their parents.

Non-formal education (NFE) brings opportunity to adults, particularly women, who have missed out on an education. Dhading, Sunsari, Mugu and Rupandehi clusters have very effective NFE classes, operating in close partnership with local NGOs and District Education Offices. For example, ISN, a local partner of UMN, is conducting eight functional literacy programs in Nawalparasi, where 180 women's group members not only become literate, but also improved their income through skill development training and are able to conduct advocacy-related initiatives in their communities. The PipalPustak book series initiated by UMN is widely used during literacy classes.

The Dalit Girls' Scholarship Programme has brought education to 80 Dalit girls from Mugu. Five Dalit girls are studying nursing and midwifery. A positive side effect of the scholarship programme has been increased boys' enrolment in the district. UMN and its partners have facilitated the development of local-level scholarship programmes in Sunsari, Rupandehi, Bajhang and Dhading, with a gradual rise in the funds generated from the local communities for scholarships. More than 450 poor, differently-abled and Dalit children are directly benefiting from this scheme.

UMN has been assisting partner schools in all clusters to establish a child-friendly teaching and learning environment, and schools

are striving to ensure quality learning processes and quality outcomes. Part of this process is providing relevant learning materials (toys, games, books, puzzles and other teaching material) in about 20 schools.

Education for differently-abled students has improved through a course in sign language and education for the deaf, and books in Braille for blind students in Mugu, through the Nepali Association for the Blind.

## National Contribution

The Government of Nepal recognizes that Multi-Lingual Education (MLE) is a great way to open up educational opportunities to children from ethnic minority groups, and has made it a priority area. UMN has been helping partner schools in innovative ways to implement MLE in Kapilbastu and Dhading districts. Save the Children Nepal has adopted the UMN approach, and asked permission to reproduce our books for children in the Abadhi language, for use in 10 government schools in Kapilbastu. Resource persons trained by UMN are involved as technical experts in this process. UNICEF and the Department of Education have visited our partner school to find out what made the UMN-supported programme so successful, and how this can be replicated in other districts.

## SOME SAMPLE STATISTICS

**366** general scholarships and **80** Dalit (low caste) scholarships provided and monitored

**450** School Management Committee and Parents' and Teachers' Association members trained. **178** teachers received "child-friendly education" training

**392** women in **25** adult literacy classes learned to read, write and calculate

**150** Child Clubs are active, with **2930** participants

**45** Early Childhood Education Centres received support (carpets, toys and games, furniture) and **45** Early Childhood facilitators were trained

## PURNAKALA IS "TOO MUCH HAPPY"

Like many women, Purnakala Darji never had the opportunity to learn when she was little. "When I was a child, I used to be very interested in study, but my family had traditional views," she recalls. "I couldn't keep learning. Instead I had to go to the jungle to collect the firewood for cooking, and look after the domestic animals."

Purnakala's dreams of getting an education received a further blow when she married. "Back then, women married very young. I got married to someone I didn't even know, and then I was always busy in the kitchen, and with other household work." She still dreamt of studying, but had no opportunity to do so.

Now, Purnakala is a widow. Her husband died many years ago, and she lives with her son in a simple hut. Her only daughter has gone to work abroad. Was this all that life had to offer for Purnakala?

Two years ago, a woman came to her house and told her about classes being conducted in nearby Hariyali Nagar by a UMN partner, Isai Samaj. Purnakala was invited to join the literacy class. "I rushed to join the class, full of excitement," she says. "I started to attend regularly, without any hesitation. Now I am able to write my name and address, as well as do basic mathematics. I can add, subtract and multiply. I can read and write all the letters. I can even write letters to my daughter, Rita. Now I'm too much happy [sic] because finally I am able to learn to read and write."

Purnakala really appreciates this opportunity, and is determined to make the most of it!

## Millennium Development Goals



*Purnakala confidently completes her test at the end of her post-literacy course*





Numerous health problems persist, particularly in remote areas of Nepal. To transform Nepali society, UMN and its local partners address the health problems and tackle the underlying causes, especially poverty. UMN works mainly in reproductive health, community health, HIV and AIDS and mental health, with the aim of ensuring a healthy life for all in the community.

UMN is mobilising 198 groups (4,150 women) by building their capacity, developing income generation opportunities and networking. Toilet construction has been widespread, with 243 toilets constructed and being used. Health facility management committees were trained in 30 villages, and 22 birthing centres now have basic equipment. Six people with disability received treatment and rehabilitation. Newborn babies received warm clothes to prevent hypothermia, and 148 women are using long-acting family planning methods because of advice given at monthly family planning clinics in hard-to-reach areas.

The Christian Family Life Education (CFLE) programme has been very effective in mobilising and training young people in three districts. Twenty-eight new churches participated, and 699 young people attended weekly CFLE sessions, led by 22 young facilitators, focusing on life skills and reproductive health. A total of 42 peer educators have been trained to promote life skills messages. Seventy-eight women learned to make home-made sanitary pads, and were encouraged to share information about sex and reproduction with their children through the *Let's start communicating with adolescents programme*. Twenty child clubs were registered with the Child Welfare Committee, and they have helped to empower children and their families. Over 70% of the Child Club members report that they can now speak in public more confidently.

An estimated 9,500 people received HIV and AIDS messages, encouraging behavioral change. This included the work of peer educators. A supplementary course book on HIV and AIDS for Grades 6, 7 and 8 was produced and utilised in Doti district,

after approval from Curriculum Development Centre. Community Home-Based Care is supporting 217 people living with HIV and AIDS and their children. Self-reliant groups have proved to be a very successful tool in supporting people living with HIV and AIDS. Eighty-one people living with HIV and AIDS are among the 1,877 rural women involved in monthly savings and credit activities to improve income generation. UMN continues to strengthen the government's District AIDS Coordination Committees, which address HIV and AIDS issues.

## National Contribution

A national Mental Health Network has been formed under UMN's leadership, and is now working towards addressing mental health issues and strengthening services in Nepal. It has developed Terms of Reference and an activity plan, which is now being implemented.

The UMN Health Team has been involved in AIN and Ministry of Health committees. The Health Team Leader is the current Coordinator of the AIN Health Working Group.

## SOME SAMPLE STATISTICS

- 198** women's groups supported around the country
- 243** toilets constructed
- 22** birthing centres provided with equipment
- 699** young people from **28** new churches participated in Christian Family Life Education
- 42** peer educators are promoting life skills messages
- 217** people living with HIV and AIDS benefited from Community Home-Based Care
- 78** women were trained to make sanitary pads, and in communicating with adolescents



## GIVING BIRTH SAFELY

Kabita Kumal, 18, has just had her first baby – a girl. Like all new mothers, she was very nervous about having her baby. She holds up her two-day-old baby and says, “I was scared, but very happy with the support I received at the Birthing Centre. I didn’t have to worry, as everything was handled very well.”

Health facilities are scarce in remote, low caste villages like Pipaltar in Dhading district. Health posts may exist, but they are often locked and empty. Lack of adequate support for pregnant women is one of the key reasons for high rates of maternal and infant death. Most mothers have their babies at home, with help from their mother-in-law or another older woman. If there is difficulty during childbirth, or the woman continues to bleed afterwards, there is little that can be done to save her.

But that is changing in Pipaltar, because of the partnership between UMN and JCDS, a local partner. A year ago, a 24 hour Birthing Centre was established in the village, following a lengthy process of encouraging the local authorities to provide the care women need. Elina (left) is the first full-time trained Auxiliary Nurse Mid-wife (ANM) working here. JCDS has also been working with the Kumal people in Pipaltar, encouraging the community to use the health facility, and pointing out how important regular visits are for expectant mothers.

A flag is hung outside the house where an expectant mother lives. This helps Elina and Fulamaya (a social mobiliser) to identify homes for visits and counseling. Elina says: “There have been 28 deliveries so far, and all have gone well. The community still needs much education on family planning, but it has improved a lot in the last year.”

## Millennium Development Goals



***Pramila is 8 months pregnant. Her house is “flagged” and she receives regular visits from the health workers***



***Kabita with her new baby***

# PEACE BUILDING



Social, cultural and economic discrimination, as well as the current political instability, continue to lead to divided communities in Nepal. This is a difficult context in which to achieve the transformation that leads to 'life in all its fullness'. However, UMN and its partners continue building or re-building trusting, respectful, empowering and mutually productive relationships within communities, through structured interventions and capacity building.

UMN focuses on helping local people to build capacity in peace education, trauma healing, interfaith networking, community mediation and conflict transformation. Much work is done in raising awareness on issues to do with discrimination, as well as support and advocacy for the protection of children's rights and people with disability. For example, in Dhading a Community Mediation Service with trained community mediators is resolving local disputes in their early stages. This is being institutionalised as a local-level dispute resolution mechanism.

Peace education contributes towards creating the foundation for a culture of peace in society. A trauma-focused programme for victims of domestic violence, disaster and social conflict helps traumatised people to overcome their experiences. Income generation programmes among diverse and conflicting communities has brought them together to work for their common benefit and restored their relationships. Faith leaders have formalised their commitment to peace in interfaith networks influencing their communities to live out their own faith, while respecting others. They are jointly tackling practical local issues, such as installing toilets in a local school, or raising awareness through local radio. UMN supports the Micah Network, an affiliation of churches which facilitates forgiveness and reconciliation trainings for church leaders and opportunities for community networking, celebration and prayer. Local Peace Committees are also supported in their activities. A children's medical rehabilitation programme enables the children to attend school and become ambassadors for people with disabilities in their communities. The Anti-Human-Trafficking Project empowers women's groups with preventative knowledge and alternative

means of generating income. Street drama and radio, child clubs and life skills groups also run. Partners are being trained and supported in gender equality and conflict sensitivity, and are writing and implementing their own policies.

Trained facilitators run groups in income generation skills, business start-up, Christian Family Life Education, gender awareness, anti-human-trafficking, disability awareness, child clubs, conflict mitigation, domestic violence awareness, forgiveness and reconciliation. All of these have far-reaching empowering effects. Transformed and empowered individuals are motivated to in turn transform their communities.

## National Contribution

The Church can be a powerful force for peace in communities, but internal and personal issues need to be resolved first. To this end, 29 Nepal Christian Fellowship District Chairs and pastors participated in forgiveness and reconciliation training. UMN is active in the AIN Peace Working Group. Peacebuilding Team members and the Secretaries from the Government of Nepal Ministry of Peace and the Ministry of Law and Justice went to Northern Ireland and the Republic of Ireland for a learning visit.

## SOME SAMPLE STATISTICS

### Anti-Human-Trafficking (AHT):

**114** groups (**1400** women) have been active in anti-human-trafficking/safe migration awareness activities

**35** AHT peer educator groups have been formed

**20** Better Life Option Programme classes have been completed, passing on life skills to young people

**10** radio programmes on AHT, peace and interfaith issues have been broadcast

**2** Distance Education Open Learning classes with 57 students were completed



## FROM VULNERABILITY TO VIABILITY

What makes children vulnerable to trafficking? Displacement from the home village, caused by armed conflict? A family struggling to survive on intermittent seasonal labour? A father who is frequently drunk? Life lived precariously close to a porous border?

All this was true of Devi Shakya's family. Devi, her husband and three children moved from Gulmi district to Butwal (close to the Indian border) in 2001 during the Maoist insurgency, and since then, she's worked hard to keep her family together.

In July 2011, Devi joined a women's group, and learned about women's rights, and the dangers of trafficking. With the assistance of UMN's partner, Lumbini Christian Society, she took a loan from the revolving fund and started a small tea-and-snacks shop near her house.

Her shop is doing well – so well, in fact, that her husband has started to take an interest in it, and is helping her to manage it. She is earning between NRP 300-500 (USD 3.00-5.50) profit per day, and is keeping NRP 50 (USD 0.50) per day in her "piggy bank" to pay back the loan.

Two important changes have happened as a result. Firstly, Devi is now much more confident and self-assured. She has become the chairperson of the Tinau Women's Group, a leader among the women in her community. Secondly, Devi now has the luxury of dreaming for the future of her family. She says: "I would like to create a family environment for my daughter and sons. I want them to complete their study so that they will not be compelled to risk migration."

Devi's participation in this programme has given her the resources to keep her family safe. She has moved them from vulnerability to viability.

## Millennium Development Goals



*Devi Shakya and her family*

**"EVERY RELIGIOUS  
PERSON CARES  
ABOUT PEACE."**

**Interfaith Network member**

### SOME SAMPLE STATISTICS

#### Peace Education:

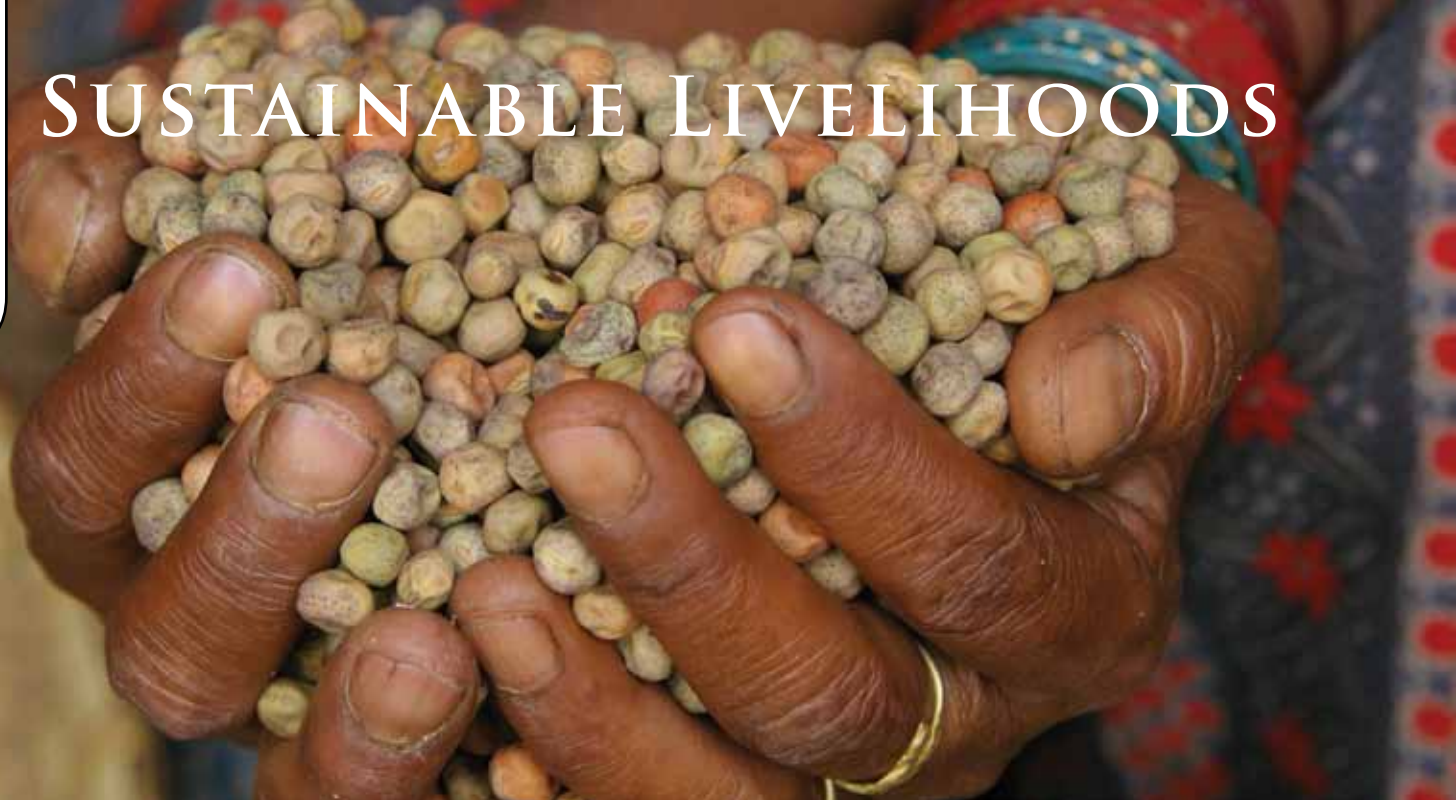
- 53** mediators received refresher courses
- 126** local disputes were resolved by mediators
- 31** out of **48** NGO and co-operative partners have
- 25%** women in their executive bodies
- 35%** of cluster partners have started to apply conflict-sensitive project planning and monitoring
- 8** partners in Sunsari have now drafted gender policies

### SOME SAMPLE STATISTICS

#### Disability:

- 35** children with disability have received treatment
- 518** people with disability have received ID cards entitling them to various benefits
- 24** students with disabilities have received scholarship support
- 41** people with disability and **123** vulnerable women and girls received income generation support and training

# SUSTAINABLE LIVELIHOODS



Unleashing the potential for productivity into production, building on traditionally inherited rich indigenous knowledge of livelihoods practices with new eco-friendly procedures, has been a key achievement of UMN's Sustainable Livelihoods programmes this year. In this way, community groups' strengths were steered towards sustainable growth. The Sustainable Livelihoods programmes have continued to pioneer a well-balanced, dynamic, triangular relationship between environmental, economic and social parameters, the three key factors that make up the essence of sustainable development. Encouraging early indicators of success, such as increases in production, and certification of quality, have started to appear as we end this second year of a five-year Sustainable Livelihoods strategy.

The savings and credit programme, supplemented with technical support and market linkages, has encouraged about 500 new entrepreneurs to explore innovative and non-traditional business opportunities, like dry ginger farming, honey production and cage fish farming. These newly-started businesses have begun to change the economic landscape. Gradual changes are being observed in rural areas, as commercial ventures replace subsistence practices, thereby strengthening people's livelihoods.

Increased eco-friendly livelihoods practices (e.g. farmer field schools, integrated pest management, optimised natural resources, resilient farming practices, energy efficiency), are helping to replenish depleting resources and encouraging cooperation. The programme has been able to increase the ability of the implementing partners to access additional resources. For example, SFACF has received support to strengthen co-operatives and NPAF has been funded to run a community based risk reduction programme. In addition to that, a community-led and managed disaster risk reduction endeavour in Morang (Sunsari cluster) has had huge success in generating supplementary resources for the project from local level, private and also from the government.

By the end of the year, UMN and its partners had facilitated the formation of around 200 groups, and most of the group members are women. This association has helped them to discuss issues of social interest (e.g. education, nutrition, social discrimination, domestic violence, legal support, health) and increased their confidence to take an instrumental role in local-level development decision-making. UMN has promoted people's right to food. However, while helping people to realise their rights, we have also emphasised the responsibilities of "duty bearers" in the community.

UMN's Sustainable Livelihoods team and its partners have conducted 16 social reviews, hearings and social audits to ensure both upward and downward accountability to our donors and the community. The team's commitment to remaining updated on the opportunities and challenges of sustainable livelihood development was achieved through various skill enhancement trainings and exposure visits.

In addition to planned activities, flexible funding arrangements enabled UMN to be proactive in providing relief support for victims of floods, fires, diarrhoeal outbreaks, landslides, etc.

The achievements to date and the upcoming interventions have the potential to foster many opportunities in UMN's working locations and their adjoining areas. We expect that some of our endeavours will serve as a model for contributing towards the revitalisation of rural communities throughout Nepal.

## National Contribution

UMN has been involved with the Right to Food Network since 2007, encouraging solidarity on food security for resource-poor families. We have promoted the Right to Food Network at district and national levels, publishing bulletins in Mugu and Dhading calling for urgent action against food insecurity in these districts.



## SEEDS OF HOPE

Of the 188,500 people in Rukum, nearly 90% are farmers, with half of them cultivating less than 0.5 hectares of land. It's very hard to support a family on such a small plot.

However, a fortunate combination of soil types and climate has made Rukum District very suitable for growing vegetables for seed production. In 1999, Rukum produced 170 metric tonnes of seed, selling it across the country and the region. However, by 2009 this had dropped to about 34 metric tonnes. The insurgency caused farmers' groups to disintegrate, and safe transportation of product to market was almost impossible. The impact was greatest on the poorest farmers, who lost cash income, and could not afford health or education for their families, or even to feed them adequately.

In 2009, UMN entered into a unique partnership with a government agency, the Sub-tropical Vegetable Seed Production Centre, in order to rebuild the seed production industry in Rukum, in a way that would empower local farmers and built their skills and capacity.

The results over the last 2½ years have been very encouraging. Now, 967 farmers are involved in seed production (up from 325 in 2010). The district's seed production increased from 34 metric tonnes to 80 metric tonnes, and participating farmers have increased their average income to about NRP 33,000 per year (USD 400). Thirty-eight farmers groups have been established, and nine co-operatives are being organized to manage the collective marketing of seeds. A trained technician in a properly equipped seed-testing laboratory can now test and certify seed locally. A generator has been purchased to provide reliable power to the lab. Farmers can now package and label their products effectively for the market, using a new sealing machine and sewing machine. Three irrigation channels (245m in length) have been rehabilitated at the Centre, to help produce quality "foundation seed" for farmers.

And all this has been achieved at a total cost of NRP 8,500,000 (USD 95,590), or just USD 100 per family.

## Millennium Development Goals



## SOME SAMPLE STATISTICS

Milk collection from participating farmers in Nawalparai district (Rupandhehi Cluster) increased from **50** L/day in 2010 to **700** L/day in 2012

Installation of improved cooking stoves increased from **200** in 2009 to **1418** by end of July 2012

Fresh vegetable consumption has become part of the routine diet in almost **80%** of the target areas

The promotion of organic pesticides and manure has contributed to reducing the use of chemical fertilisers and pesticides by up to **80%**, and the pH condition of the soil is gradually improving

Relief support (food and non-food items) was made available to **40** landslide survivors in Mugu and **70** survivors of a fire outbreak in Kapilbastu



**967 farmers are now earning a better income through vegetable seed production**

# INTEGRAL MISSION

## APPROACHES



UMN promotes Integral Mission theology and practice in Nepal, working towards holistic transformation of individuals, churches and communities. This year, UMN reached out directly to 1,505 people and 680 churches through Integral Mission activities. These churches received training and assistance through the Church Community Mobilisation Programme and other technical support in climate change, health, nutrition, networking, basic accounting, good governance, and servant leadership. The *Sangsangai* (Together) and HIV in Your Community manuals, which are tools for promoting church mobilisation, were published in Nepali, and are becoming popular in the communities. The establishment of CCMP support groups is expected to create synergy for sustainability, as they will coordinate and contextualise its implementation among various groups of churches in Nepal. Churches in the clusters and a Bible college in Kathmandu were orientated about CCMP and HIV in Your Community.

The graduates of UMN's internship programme are promoting Integral Mission through churches and organisations. The 2011-2012 internship programme produced eight graduates, of whom five are already employed in various organisations, and others are serving in their churches. Ten young Christians enrolled as interns this year, and are being trained in five clusters with technical teams.

Churches' awareness about Integral Mission and technical capacity for action was strengthened. Churches were mobilised to seek out and use local resources, and community relationships were strengthened through such social service work. A wide range of activities were undertaken: constructing a community hydro-power unit, providing a stage for a high school, building water storage for village animals, organising a free health

camp (see opposite), and installing public toilets. Through all of this, Christians were able to demonstrate God's loving compassion for everyone, even in the everyday aspects of life, and churches began to play a valued role in community life. Some of these activities got wide coverage through national and local newspapers and FM radio stations.

## National Contribution

UMN continues to work alongside other organisations and networks to promote Integral Mission. The Integral Mission Forum, Church Community Mobilisation Programme Support Group, Christian Commitment to Building a New Nepal etc., have been avenues for UMN to get involved and help envision the church for holistic transformation.

## SOME SAMPLE STATISTICS

**141** churches oriented and trained using *Sangsangai* and *HIV in Your Community*

**105** churches participated in various Integral Mission training

**8** interns graduated and 10 more are undertaking training in 2012

**181** churches were strengthened by exposure visits, inter-partner sharing, theological consultations, etc.



## GET YOUR FREE HEALTH CARE HERE!

Urlabari, in Morang district, includes a good number of Christians who serve God in four churches. The Christian community of Urlabari has maintained a good relationship with other people in the community, and co-operates in a number of social initiatives. This has helped create a positive image of Christians. The churches were looking for opportunities to work together effectively in their community. They knew that many people in their community were suffering from poverty-related health problems, and wanted to be a helping hand to them. But they had no money or technical skills to help those people.

Last year, some of the church leaders participated in an Integral Mission training programme organized by a UMN partner. They were excited to learn how they could work in their community to demonstrate God's love and concern for people, and how they could access resources and get assistance in various ways.

After the programme, the churches planned and held a one-day free health check-up camp in Urlabari, in collaboration with a local hospital. They raised funds from their own resources, as well as getting some financial support from a local co-operative. A big team of doctors and nurses (30 in all) came to support the health camp, providing a wide range of treatment and facilities: pediatrics, gynaecology, dermatology, cardiology, surgery, dental, mental illness and x-ray. Around 350 people came, and lots of people expressed their gratitude to the churches for this opportunity.

The local churches were encouraged to apply their learning in practical ways by showing that Jesus cares for people's physical as well as spiritual lives. Now, they're looking for other ways to be involved in the lives of people, so that they can bring positive change in communities as well as in individual lives.

One of the organising church leaders, Rabin Khadka, explained: "We Christians need to work in whatever way it takes to show Christ's love to people around us."



**Above: Patients give their details  
and left: People queue for health check-ups**



## Sangsangai

*Sangsangai* is a Nepali translation and adaption of the Tearfund *Umoja* (Working Together) training booklet which has been extensively used in Africa. The Nepali version has been thoroughly trialed, and produced in Nepal by UMN and Micah Network Nepal. Since 2010, 232 churches have participated in this powerful programme. Church activities in the community as a result have included sanitation campaigns, providing materials to local schools, running out-of-school classes for at-risk students, savings and credit programmes, care and counseling for people living with HIV and AIDS, and medical camps (see above). So far, 460 copies of *Sangsangai* have been sold.

The impacts have been very encouraging. "We (pastors) teach others to love their neighbours but to apply it in practice we need a new faith and a big heart. This I learnt from this training," said Pastor Ful Bahadur Tamang, Abhishek Church, Nawalparasi.

# CAPACITY BUILDING

## APPROACHES



Building the capacity of our partner organisations to facilitate transformation in their communities is a major part of all UMN's work. Capacity building has two focuses: at organisational level, we help partners with organisational development, and at grass-roots level, we work to enhance community capacity.

### Organisational development

UMN works with partners to make organisational development more explicit, planned and intentional.

Organisational development aims to improve the governance and management of partner organisations. This year, all the partners fulfilled their legal obligations on time. Partner organisations have developed "good governance" by developing financial and personnel management policies that are being implemented; having strategic plans to guide operations; and holding regular board meetings and general assemblies.

Transparency and accountability measures are being strengthened. Almost all the partner organisations have formed participatory monitoring sub-committees, including representatives of target beneficiary groups. Forty-one partners (about 80%) carried out social audits, a powerful process demonstrating transparency and accountability among stakeholders. The remaining organisations have planned to hold social audits within the first three months of the current fiscal year (2012-2013). Social audits have been much appreciated by stakeholders, who now expect other organisations in their districts to follow suit.

Partner organisations developed community-focused programmes to benefit their target groups. They learned to write proposals and to fundraise. They submitted their proposals to various potential funding agencies, some with positive results. UMN also helped them to improve the implementation, monitoring, documenting and reporting of their programmes.

All the partners maintain a double entry book-keeping system. Forty-seven partners (84%) have been able to identify and mobilise local financial resources. Similarly, communities' and partners' in-kind contribution to the projects is also significant (7-22%).

### Community capacity building

In many of the programmes UMN implements through its partners in all four technical areas, groups are formed for socio-economic development. Many groups consist mainly of women. Most groups have savings and credit as a common component, making it easier for members to borrow money for income generating activities. Groups are supported by social mobilisers from partner organisations, who facilitate sessions on health, education and other social issues. In many groups, participants learn to analyse the root causes of poverty, injustice and underdevelopment and make action plans to fight against them. They also learn literacy, better farming techniques, or care for their own and their families' health, and develop more strength and wisdom leading to greater confidence and greater self-esteem.

### OVERALL SUMMARY:

During this reporting period, **51** partner organisations carried out a Partner Capacity Assessment, a participatory tool developed by UMN for an organisation to self-assess its current state or progress over the period and prepare action plan for development

Similarly, **46** partners are at Stage 3 - Consolidation. **4** partners are at Stage 2 – Developing, and **1** partner reached Stage 4 – Maturity. See chart, right

This year **10** organisations progressed by one stage and the remaining **36** are continuing in the same stage as last year, but with a good progress within the stage.



## GOING FROM STRENGTH TO STRENGTH

Kalpana BK, daughter-in-law from an "untouchable" family, leads the Adharbhoot Savings and Credit Co-operative in Rupandehi. She was very nervous about taking over this role, as she had little formal education. Her family were reluctant to allow her to go out in public in such a way. However, she received a lot of training from UMN, and particularly appreciated the cluster staff's willingness to provide assistance and feedback whenever she needed it.

Kalpana has done a great job leading the Co-operative. It has given her a lot of confidence. But she decided she needed more skills, so she enrolled in Class 9 in a school near her village. She says: "I didn't care what other people were thinking and saying against my dreams and plans." She has now completed her school education, and has enrolled in college for further study. "This has encouraged me to do more for women," she explains.

Meanwhile, the Adharbhoot Co-operative has also been growing. Kalpana reports: "By the end of 2014, we will have financial transactions of NRP 30 million (USD 353,000) from current transactions of NRP 5 million (USD 58,800), with 1600 members' contributions. To address the high demand for loans from women members, we have applied for a low interest loan from Nepal Rasta Bank. Our first loan will be for NRP 1,500,000 (USD 17,650) for 30 women for income generating activities."



**Kalpana BK (left)**

## UMN's Clusters and Partners as of July 2012

Clusters	Total Partners	NGOs	Cooperatives	Government Schools & Institutions
Bajhang	5	3	1	1
Dhading	10	8	1	1
Doti	6	4	1	1
Mugu	6	4		2
Rukum	7	5		2
Rupandehi	11	9	1	1
Sunsari	11	8	1	2
National	2	2		
<b>Total</b>	<b>58</b>	<b>43</b>	<b>5</b>	<b>10</b>

## Partners Organisational Growth

(From the beginning of partnership to July 2012)

CLUSTERS	STAGE I Start Up	STAGE II Developing	STAGE III Consolidation	STAGE IV Maturity
BAJHANG		5		
DHADING		7		
		1		
			2	
DOTI	1			
		5		
MUGU	4			
RUKUM		3		
		3		
RUPANDEHI	2			
		8		
SUNSARI	3			
		6		
		1		

# ADVOCACY

## APPROACHES



In order to achieve sustainable transformation in communities, UMN and its partners are supporting local communities to participate in Participatory Planning Processes (PPP). PPP is a major component of the Local Governance and Community Development Programme of the Ministry of Local Development (MLD). The major task of this programme is to put into practice the objectives, policies and principles of the Local Self-Governance Act, 2055 (1998), and to translate the principles of local self-governance into action through the mobilisation of local bodies and local communities, with the facilitation and support of central line ministries.

Ninety-three community facilitators from ten partners received PPP training, and 19 UMN staff were also oriented on current policies and directives by high-level authorities of the MLD. The training materials were simplified and revised so it could be easily used by people without extensive prior exposure. At the community level, this programme is sustainable, as local ward facilitators who have received training remain active in their communities and will be able to support community engagement in the future planning process, without further support from UMN or other partners. Communities, too, through establishing follow-up mechanisms, are showing increased confidence and capacity in holding local authorities accountable for delivery of services in a transparent way. UMN invested around NRP 1,061,055 (USD 11,921) in this training, and as a result, the VDCs will fund community-developed projects costing over NRP 12,613,485 (USD 141,724). Communities also submitted proposals with a value of over NRP 17,025,000 (USD 191,292) for Ilaka and District-level funds. The people's participation in the planning process was encouraging, as they experienced a new role in the development process, and their enthusiasm was note-worthy. They prioritised their needs, matched with the government's priority list, and prepared realistic proposals to submit to the VDC.

UMN's advocacy team was engaged more at local level in advocating and raising issues of climate change and promoting adaptation plans against the impacts of climate change. Churches, school children, their parents, members of school management committees and teachers were involved in awareness-raising sessions. Later, some of them were involved in tree planting and community awareness-raising activities. The Advocacy Team supported the development of a Local Adaptation Plan of Action (LAPA) in Taksera, Rukum, together with an income generation plan, as the LAPA study showed how important adaption plans are in the community's fight against the impacts of climate change.

## National Contribution

UMN's advocacy team remains active in a number of national networks and task force groups, including the Children as Zone of Peace and Child Protection; the AIN Climate Change Task Force; AIN Disability Working Group; the Climate Change Network Nepal; and the Climate Action Network South Asia. UMN also participates in workshops and seminars run by the Nepal Coalition on Food Security and Water and Clean Energy Nepal.

## SOME SAMPLE STATISTICS

VDCs trained and supported through the Participatory Planning Process: **13**

Facilitators trained: **93**

Proposals accepted from VDCs: **121**

Total amount allocated for these proposals from VDC fund: **NRP 12,613,485 (USD 141,724)**

Total contribution from UMN to accomplish these proposals: **NRP 1,061,055 (USD 11,921)**



## KAFALPANI IS ON THE RIGHT TRACK

Lok Kumari Gandrama, who lives in Kafalpani, says: "Previously, it was not possible to walk along the road to our village in the rainy season. We used to use another path, which took us half an hour more. But now it is very easy for us to bring water to our homes and to go to work in the field."

Lok Kumari is the chairperson of Kafalpani Chilaunechautara Narrow Track Maintenance Committee. Dalits (low caste people) and Janajatis (minority ethnic groups) are in the majority in the Kafalpani area. They did not have the courage to visit the VDC office to talk about the difficulties they had with the paths. When they did share their problems, they used to get assurance from the leaders and social workers of the village, but that was all. They were unaware of the budget allocated for their village in different government sectors.

UMN's partner Jagatjyoti Community Development Society (JCDS) gathered the local community together to inform them about the Participatory Planning Process and Local Independence Governance Act, and to help them identify the problems of the village. Initially, 22 local problems were identified and subsequently they were ranked in priority order. The most essential, the Kafalpani Chilaunechautara Narrow Track, was proposed for submission to the VDC.

The locals of that community are excited that the VDC has allocated the budget for their plan. They now understand that the budget allocated for their VDC is for the development of their own community, and they know the process they need to use to access it.



*"Now it is very easy for us to bring water to our homes and to go to work in the field."*

# HOSPITALS

## Hospital Services Office:

The Hospital Executive Committee (HEC), an executive committee of UMN, continued to oversee the work of the two UMN hospitals, and Hospital Services Office (HSO) provided central logistic support to the hospitals. A draft Hospitals Agreement was submitted to the Ministry of Health and Population last year, but no official response has yet been received, in spite of regular follow-up. HSO has submitted the Hospitals Ends Report to the UMN Board through the UMN Leadership Team, and Board members have provided positive feedback.

## United Mission Hospital Tansen

United Mission Hospital Tansen has continued its routine curative services and preventive activities through the hospital and the Community Health Department respectively. All the clinical activities continued as in the previous year.

The hospital also continued its training programme, including Medical Doctorate in General Practice (MDGP) postgraduate training for doctors and internship training for the junior doctors. Besides these, the hospital also continued to provide other refresher courses training, such as Anesthetist Assistant training, Skilled Birth Attendant training, and mid-level practicum training in collaboration with the Nick Simons Institute. The hospital continued with the Diploma in Pastoral Healing Ministry and the pediatric nursing course.

The Community Health Department (CHD) continued to run the antenatal clinic and clinic for under-fives, what we called "town clinic", in the premises of government District Health Office. It has seen 3545 children last year. Similarly, 1073 pregnant women came for their antenatal checkups. A total of 3815 children were immunised, and 525 pregnant women received their anti-tetanus toxoid injection. At the initiative of CHD, the radio programme *Swastha Jivan* (Healthy Life) was broadcast throughout the year from three FM stations. The Nutritional and Rehabilitation Centre for severely malnourished children continued its services this year also.

Dr. Sunil and Jeena John's team, plus two World Medical Lab people, helped with the rewiring of the hospital and lab computerisation. Human resources at the senior level were a problem as usual, and many short-term doctors have helped to run the hospital's clinical side. The hospital organised an Open Day for the public and stakeholders at the local level, and the Annual General Meeting was also held.

## Okhaldhunga Community Hospital

Celebration of the 50th Anniversary of UMN's work in Okhaldhunga was a major event of the year – opposite. As planned in the 5 Year Strategic Plan, the hospital building programme was inaugurated and work began on the site. A 50-bed hospital will be completed by 2014.

In the maternity ward, the number of deliveries has increased to 669. This was partly due to the availability of free maternity care, and partly due to the availability of enough doctors for most of the initial three-quarters of the year. The last quarter of the year



has been a challenge for the hospital, as there were not enough doctors. The increased in-patient load is another challenge for the hospital, as bed occupancy was very high.

Free treatment for children under three years of age and for those weighing less than 12 kg, the Nutritional Rehabilitation Centre and the Maternal Waiting Home continued to provide services and support for severely malnourished children and high risk mothers. Thirty severely malnourished children were admitted in the NRC, and 196 high risk pregnant women were admitted in the Maternal Waiting Home.

In the Public Health Unit, this year we continued our public health work in 11 VDCs. All of our working VDCs have functioning Health Facility Management Committees. Activities were related to domestic violence, environment and sanitation, child to child classes and school health education. Mobilisation of Female Community Health Volunteers, community education, mobilisation of women and health education were other activities in these working areas.

Main challenges faced by the hospital were, as usual, maintaining adequate human resources for the hospital, especially at the senior level. Transportation and supply of materials were other challenges, and these were further complicated by the closure of the nearby air strip during the third quarter of the year.



## Sample Statistics:

Item	UMHT	OCH
Beds	165	32
Bed Occupancy	85.20%	100%*
OPD	84,438	23,787
IPD	12,217	3,461
Surgery	7,528	1,478
Delivery	1,791	669
C Section	369	85
Emergency	14,243	1,097
Total Income	NRP 189,948,032	NRP 95,298,082 <sup>†</sup>
Total Expenditure	NRP 196,775,669	NRP 69,364,123
Free care amount	NRP 10,258,447	NRP 10,573,220

\*OCH has only 32 beds, but accommodates up to 50 patients

<sup>†</sup>OCH Income includes Building Fund

# Celebrating 50 YEARS OF SERVICE

**All roads led to Okhaldhunga in March 2012, and all of them were extremely dusty! But people travelling to help the team and community celebrate the Golden Jubilee of UMN's work in the district didn't mind. It was a great opportunity to remember the contributions of the pioneers, and share with the hospital and community their exciting vision for the future.**

Established by Church of Scotland mission doctor James Dick and his team in 1962, the hospital has grown from a tiny dispensary operating out of two rented houses to a 32-bed hospital offering a wide range of health services. During the 1980s and 90s, a large rural development project included work in literacy, agriculture, water and sanitation, income generation and nutrition in some of the poorest areas of the district.

Special guests at the Jubilee celebrations included Gauharka Rai (right), the village mukhiya (headman) who provided the houses for the early dispensary, and Ella Dick, youngest daughter of James Dick, who read a congratulatory letter from her father. Ella was born in Okhaldhunga, and was thrilled to see how the work her father started all those years ago has continued, and affected the lives of so many people. Bir Bahadur Rai, the first pastor of the Okhaldhunga church, reflected on how God has moved in the district, both through UMN's work and through the church itself.

Okhaldhunga has always had a strong Norwegian connection, ever since Pastor Robert Bergsacker accompanied James Dick on an exploratory mission in 1958, and Odd Hofton designed the first hospital buildings in 1962. Current UMN appointees Erik (medical co-ordinator) and Kristen Böhler were pleased to welcome the current Norwegian Ambassador to Nepal, Alf Arne Ramslien, as Chief Guest. Mr Ramslien congratulated the staff and community, and expressed his delight that a partnership between people in Norway and in Nepal could be so productive.

We join with the team in Okhaldhunga in thanking God for his gracious provision over the past 50 years, and committing this work into his hands for the future.





# WHERE WE WORK



## BAJHANG

### CLUSTERS

Ranked 73rd out of Nepal's 75 districts on the Human Development Index, Bajhang faces many development challenges. These include high level of poverty, low adult literacy, domestic violence, food insecurity, poor access in drinking water (44.02%) and sanitation (16.07%), caste discrimination, broken relationships and strong traditional beliefs and practices. Development has been slow as a result, providing enormous opportunities to intervene. In this context, UMN has been working with six partners since November 2008.

Health is a critical concern. About 255 people from 18 Health Facility Management Committees received training, and UMN provided health materials to more than 12 health facilities to enhance health services. As a result, four sub-health posts were approved as birthing centres by the Regional Health Department. The numbers of institutional deliveries and antenatal check-ups have increased significantly.

About 197 Dalit children, girls, children with disabilities and marginalised students received scholarships, and about 553 children are now taught in 13 child-friendly classrooms, following teacher training and support from UMN.

Fifty-three groups were formed and mobilised in community development work. Group savings and credit amount to around NPR 2000-5000 (USD 24-59) per group. Provision of different types of seeds and training in improved agricultural practices

helped in addressing food insecurity in the target area. Seasonal and off-seasonal vegetables and legume production is growing, and as a result people are eating more healthy food.

Scattered settlements, steep topography, traditional practices and beliefs and unpredictable weather are challenges for us in Bajhang. Communities and political parties pressure us to increase the size of programmes, so making the best use of limited resources has always been difficult. Staff retention is also a challenge for UMN and its partners.





# DHADING



To help co-ordinate our work and create a friendly environment for communication, Dhading cluster formed a District Advisory Committee this year. This committee is closely monitoring and supporting our partner organisations, and a result has been that our partners have increased access to resources from government agencies. Eight partners have received government resources to implement community development programmes through the Local Governance and Community Development Program (LGCDP).

Four community focused projects, Dalit Empowerment Programme, Livelihood Improvement and Social Empowerment Programme, Women's Empowerment and Maternal Health Program have been successfully completed in this fiscal year. The final evaluations of three of them have been carried out and another is still in the process. In partnership with the District Health Office, we also implemented maternal and neonatal health activities, including material support to 13 birthing centres and two birthing points, training for Health Post management committee members, and family planning and HIV/AIDS related activities.

In addition, 18 domestic biogas plants were built, 253 toilets constructed, 92 improved cooking stoves installed and around 7,500 trees planted. Eighty-nine farmers are now farming organically, though this has been a struggle, as the prices for organic and non-organic produce are the same in the market. Seven schools now have Child Clubs, and six schools are implementing child-friendly educational programmes.

Challenges have often arisen from the remoteness of the VDCs we work in, and the scattered nature of the settlements. Reaching them to support and monitor programmes can be very difficult. In addition, government offices in remote places are often unmanned, so it is hard to get support and involvement from them. Some of our target communities are desperately poor, and so are demanding immediate support.

# DOTI

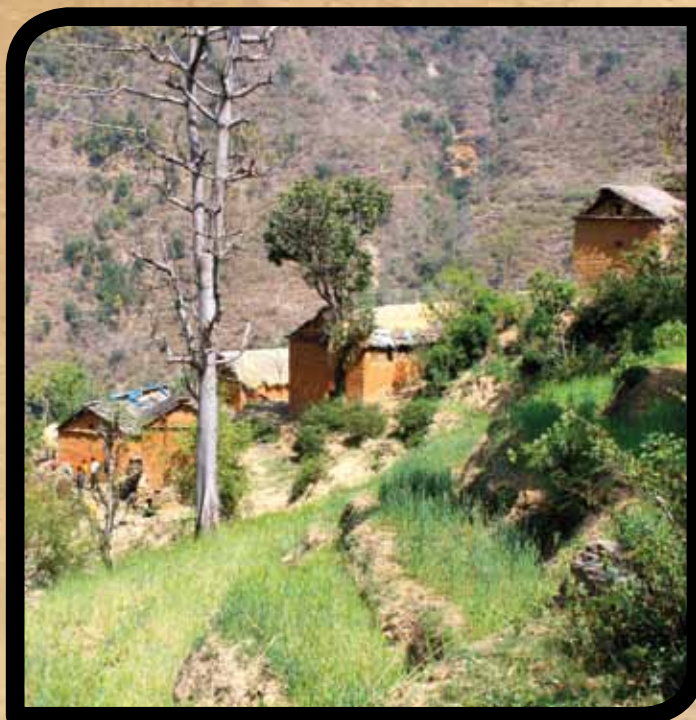
Doti, located in a hilly area in the far west of Nepal, presents a range of development challenges. UMN's Doti team is serving the poor and marginalised people of Doti through a range of programmes. Here are some examples:

Long-time partner Rampur Higher Secondary School has extended its child-friendly teaching programme to Grade 8, where high desks and benches have been replaced by tables and chairs arranged in groups, and the once-dirty floor is now carpeted. Students interact with each other better, and the teacher can move around between tables. Students take the responsibilities of keeping the classroom clean and tidy.

One of the major problems and issues of Doti is malnutrition, affecting more than 8% of Doti's children under 5 years. Lack of sufficient nutritious food and eating too much junk food are causes of malnutrition in remote villages. Now, 55 children are part of a PD Hearth nutrition programme, where mothers learn the relative nutritional values of locally available food and junk food in sessions facilitated every day at the centre. Malnourished children are gaining weight and returning to normal condition.

In coordination with the District Education Office, UMN developed and printed 3000 HIV school education books for use in Grades 7-9 in government schools. The books were approved by the Curriculum Development Centre (CDC). Three high schools plan to trial the books in the first phase.

Daud VDC is famous for producing good quality potatoes. The Doti District Agriculture Development Office, PAF Doti, Mercy Crops Doti, UMN and our partner RDC are constructing a Rustic Store in Daud, to store 60 quintals of potatoes. About 100 HHs will benefit, and we expect that farmers can store seed tubers from their own crops.





# MUGU



Change takes time in Mugu, but we have been encouraged by some glimpses of transformation. For example, in 2005 only 32 Dalit girls were studying in schools, but now, thanks largely to the examples set by the Dalit Girls' Scholarship Programme, 1538 Dalit girls are in school, 96 of them on UMN scholarships. Four girls are pursuing technical or nursing studies in other institutions.

## CLUSTERS

Once vegetables were virtually unobtainable in Mugu, but this year 1210 households received training and seeds to grow fruit and vegetables, and 80% of target households regularly eat these foods. Maternal and child mortality rates in Mugu used to be very high because of traditional practices, but now 32 mothers' groups (413 members) are actively improving maternal health, raising awareness about family planning, and encouraging women to seek expert help during pregnancy and childbirth.

Children with disabilities were often ignored by family and community, but this year seven children have received free medical treatment in Kathmandu and are leading a normal life, and 24 disabled children received educational materials and disability ID cards. UMN's partner DARRDO has generated NRP 740,000 (USD 8,706) to construct a hostel for the blind students attending Balmandir Primary School in Chaina village.

Travelling in and out of Mugu was very challenging this year, as the only airport was closed for more than six months. This caused extra stress for our team, living and working in a remote area, far away from family and friends. We have worked hard to encourage transparency, accountability, commitment and timely reporting from our partners. It has been hard to conduct regular coaching and monitoring activities, due to difficult geographical terrain and the isolated and scattered nature of the target communities.

# RUKUM

This year, more than 8000 people directly benefited from various UMN projects carried out through seven partners.

The average household income of 980 vegetable seed growing families has increased to USD 471, 30% more than last year (see page 15). Forty widows from two communities have started their own small businesses. Their involvement in social activities has increased, and their self-esteem improved. Another 130 households in Ranmamaikot are enjoying smoke-free air in their houses, thanks to improved cooking stoves.

With increased technical and institutional capacity, a few of our partners have been able to build formal partnerships with international donor agencies and gain resources for projects. For example, Nepal Public Awakening Forum (NPAF) has formed a project partnership worth NRP 14 million (USD 165,000) with UNDP and Care Nepal.

UMN has been working to improve the health of women and children, and to enhance the capacity of Health Facility Organisation Management Committees in five VDCs. Through a three-day workshop on Appreciative Inquiry, a commitment to meet the national targets for immunisation and reproductive health was sought among 150 people with considerable influence in the district.

Early Childhood Development Centres (ECDs) are below standard across Rukum district. UMN has worked with 10 ECDs, and now 275 children under six enjoy better learning environments. The teaching skills of ten facilitators were enhanced and ECDC classrooms improved and equipped with adequate learning materials.

UMN supports a local FM radio programme that promotes the rights of people with disability. 482 people received disability ID cards, and three children received medical treatment support from UMN.

It is really encouraging to see local churches show their Christian witness through involvement in community needs. One example is the young people of Musikot Church, who have started to keep clean the precincts of the District Hospital in Salle Bazaar.





# RUPANDEHI



UMN's Rupandehi team worked with 11 partner organisations, reaching 9198 households in 34 VDCs in Kapilbastu, Nawalparasi and Rupandehi districts. We have been encouraging partners to increase women's participation, and now 53% of leadership and staff are women.

Group development is a strong component of our work. Currently, 5,938 people are involved in 328 groups, including 10 Child Clubs and two support groups for people living with HIV. Group members spoke up in public forums, and increased their participation in local committees and networks. Issues addressed included human trafficking, domestic violence, safe migration, nutrition and sanitation, reproductive health, climate change and food security. Domestic violence was reduced, alcohol was prohibited in households in the Musahar community, and the freedom of women to work outside their houses was significantly increased in the Tharu, Madhesi and Muslim communities.

Ninety people living with HIV have been supported, and 41 malnourished children have improved their health at the PD Hearth Centre. In Rupandehi and Nawalparasi, 200 Christian young people from eight churches learned about anti-human trafficking and life skills. Multi-lingual education and child-friendly teaching and learning continued in partner schools. Seven partner organisations have collected NRP 600,000 (USD 6,818), providing scholarships for 139 students in addition to the 70 students receiving scholarships from UMN.

Income generation activities (fish farming, vegetable farming, poultry raising, tailoring, tea and retail shops etc.) are being undertaken in 210 groups. Twenty-six farmers started raising pigs (total income NRP 206,000/USD 2,340), 69 farmers are raising goats (total income NRP 1,249,170/USD 14,420) and 210 farmers have dairy cattle (total income NRP 4,662,207/USD 52,980). Investments in animal insurance, shed improvements and marketing paid off, and four local slaughter houses were established. Vegetable growers made an income of NRP 1,041,125 (USD 11,830) and a vegetable collection centre was established.

# SUNSARI

Sunsari and Morang districts have suffered from political unrest this year, with different political parties and Indigenous groups pressing their demands on the central government. Issues such as a federal state for their ethnic groups and demands related to the New Constitution have caused tension. However, southern border communities have been feeling more peaceful and secure since UMN's peace programme 22 months ago.

IT use (mobile phones, laptops and internet users) has increased, along with greater use of mechanical equipment in agriculture - power tillers, harvesters, threshers, and water pumps. The two districts' local governments aim to achieve Open Defecation Free (ODF) status for this district by 2015. Local people have better access to financial services, due to the formation and registration of co-operatives and microfinance institutions. Cash liquidity increased in banks. Building construction is booming in Itahari city and surrounding areas.

With UMN's modest support, a breakthrough was achieved in the Koshi flood-affected area, which had been covered with almost 2 metres of sand. Through the dedicated and successful cultivation of resilient varieties of vegetables, the area is looking green again. Along with the trauma healing process, increases in household income bring beautiful smiles to the faces of Koshi people. An emergency siren's first use in Letang VDC enabled community people to chase away several wild elephants, and save people's lives and crops from damage. Five Interfaith Network national-level leaders spoke about religious peace from one stage in Morang, symbolising that "every religious person wants peace". Community people earned up to NRP 300,000 (USD 3410) from vegetable farming; this has encouraged them to continue vegetable farming in the future.

Cluster team members and families visited Mirik in Darjeeling, India, resulting in stronger team relationships.





# CENTRAL SERVICES



## Board & Governance

Over this period the UMN Board has continued to strengthen its governance systems and processes, particularly in the area of financial governance. The Board has also progressed the registration of a charitable entity in the UK. Further amendments were made to the Constitution, including a decision to include some flexibility in the balance of the Board to increase the number of Nepali members. Following the finalisation of the vision and mission statements, the board also initiated a review of UMN's *Basis of Faith*. Agreements were renewed with 12 Supporting Partner organisations and one new organisation became a Supporting Partner.

## Leadership Team

UMN's Leadership Team (LT) has overall executive responsibility for the organisation and consists of seven members, led by the Executive Director. Key achievements this year have included the restructuring of support services in Thapathali, and the improvement

of systems and processes in a range of support functions. This has resulted in further efficiency gains and increased effectiveness and cooperation between teams. Increased programme income, combined with re-allocation of costs and efficiency gains, has resulted in a significant decrease in the budget deficit which we have battled with over the last few years. LT has also been working on developing a funding strategy for the organisation, and has finalised policies on our cross cutting issues of Children, Climate, Gender and Conflict.

## Finance & Funding

The Finance Team has continued to work hard on improving financial systems and processes which have significantly strengthened overall financial management in the organisation. A number of staff have achieved higher level qualifications and are also taking on higher levels of responsibility, building the capacity of the team as a whole.

The Funding Team has continued to successfully increase the funding coming into the organisation, and has worked on improving its systems and procedures and clarifying the roles and responsibilities for funding across the organisation. Leadership of this team has passed from an expatriate appointee to a highly skilled Nepali.

## HR & Support Services

Staff numbers have remained fairly stable throughout 2011-2012, with current numbers at 126 Nepali staff (92 male and 34 female). Although we positively seek to recruit female staff, we receive very few applications from females for work in our remote areas. Sixty-six of our Nepali staff live and work in our Cluster areas and 60 work in Kathmandu. On our one year Internship programme, 10 Nepali interns, (five male and five female) gain experience both in Clusters and in Kathmandu.

Expatriate volunteers number 49 (24 male and 25 female) of whom 28 hold visa posts. Fourteen postholders work in Tansen and Okhaldhunga hospitals, two in Clusters and 12 in Kathmandu. We currently have one expatriate resident volunteer.

Our new Staff Work and Development Planning and Appraisal system was used throughout the organisation in May/June 2012 and was appreciated by staff and Line Managers. Our annual staff survey results indicate that staff morale continues to be high.

In March, the HR and Site team became one team – HR and Support Services, which is now responsible for all HR, administrative support, logistics and site management. The merger is working well with staff supporting one another and delivering a smooth service to the organisation.

A one-day staff social event "Bhetghat" was enjoyed by all in October 2011, and expatriates appreciated a weekend "Spiritual Retreat" held in Dhulikhel in April 2012.



## Government Relations

UMN continues to have good working relations with both central and cluster-level offices of the Government of Nepal. The Central Programme Advisory Committee meeting, involving various ministry representatives, which monitors UMN's work of the previous year, was held in January. The system of District-level monitoring meetings has now been well established in clusters. A proposed amendment to our Project Agreement, covering the first two years of our Five Year Agreement was submitted to the Social Welfare Council and subsequently approved. We are still waiting for a response from the Ministry of Health to the Hospitals proposal which was submitted in the previous fiscal year.

## Communications & ICT

Four editions of **UMNews** covered Dignity and Respect, Hope and Freedom, Transforming Children's Lives and Transforming Gender Relationships. A Prayer Card was included in **UMNews 2012-2**. All 2,700 copies of the 2012 Calendar were sold or distributed, with sales covering the cost of the calendars we give away as corporate gifts. In addition to the English language **UMN Annual Report**, a four-page **Cluster Annual Report** was prepared for each cluster in Nepali.

Major productions included **Sangsangai** (*Together* – the Church Community Mobilisation Programme manual for the Integral Mission team), **Christian Family Life Education** (for the Health team), and **Disaster Risk Reduction, Our Responsibility** (for the Sustainable Livelihoods team). We also produced UMN notebooks in three sizes, a new UMN brochure/poster, and a school exercise book containing Sexual and Reproductive Health messages (for Doti Cluster). A very attractive jubilee booklet was produced for Okhaldhunga Community Hospital.

An Alcatel PBX phone system was installed at Thapathali, replacing the existing out-dated PBX system while retaining all the handsets and existing cabling. ICT deployed an IP-PBX system in all UMN Clusters and now it is possible to call UMN Clusters and Thapathali Extensions from anywhere using the Internet at no cost.

Development of the Intranet continued, with key documents now readily available. Folder hierarchies have been revised so that finding the appropriate documents is easier. ICT team members visited several clusters for maintenance and Intranet workshops. Orientation was also provided at the Thapathali office for individuals and teams. A new Contact Database System has been deployed and data entry completed.

A serious power failure occurred due to fluctuations in mains power and weaknesses in our UPS system. ICT restored all the services and provided most of the important services during the outage. The power problem was finally resolved, and a central UPS at Thapathali will protect users against outages, and also save power generation costs.

## Security

A number of protest programmes and strikes continued up to the end of May 2012, while the Government of Nepal was attempting

to produce a new constitution. This disrupted services, especially vehicular movement. Nepal's Constituent Assembly was dissolved at midnight on 27 May without promulgating a constitution, after the major political parties could not come to a consensus on various outstanding issues. The political and constitutional crisis in the country continues, as Nepal remains without a Legislature or Parliament to date.

Civil society and other political parties imposed a strike in the Far-Western Region for 20 continuous days during April- May, and UMN's Doti cluster office remained closed for some time. A few donation demands were received from political parties, and were dealt according to UMN's policy. The number of road accidents recorded during the year 2011-2012 increased by 10.22%, according to the statistics of Nepal Police.

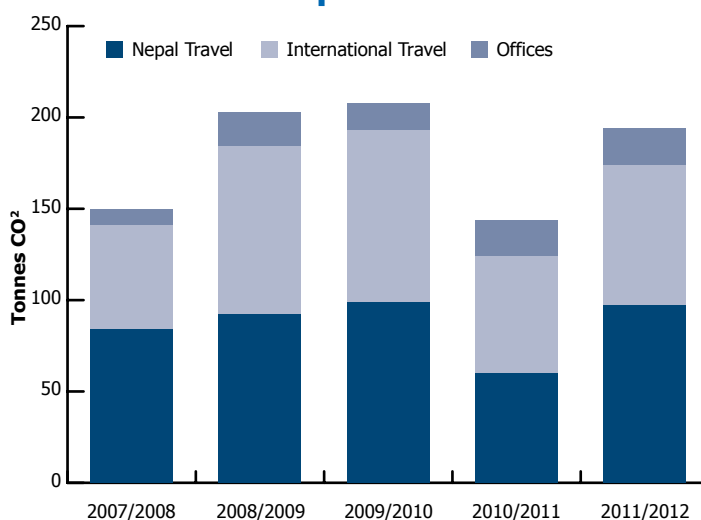
In November 2011, a small "paper bomb" exploded against the wall of the UMN compound. Fortunately, no-one was injured and no damage to property resulted. The perpetrators, members of a nationalist anti-Christian group, were apprehended by the police and are currently in jail.

## Social Accountability

This year the tracking of carbon footprint continued, and UMN's Leadership Team has committed to offset all direct UMN travel and office energy use in the next financial year. The trend in carbon emission is up, but this isn't bad news when we see that the increase is mainly travel within Nepal, which means to our clusters, partners and communities – an important part of building the capacity of our partners and monitoring the effectiveness of our programmes.

Within the total for Nepal travel, three clusters have seen a significant increase. There has been almost twice as much travel between Kathmandu and Bajhang, perhaps representing the improvement in the road which has reduced journey time to two days. Travel to Sunsari cluster has also increased a lot as the large Child Centred Community Development programme there is in full swing. There's also a big increase in travel to Mugu this year, as a large livelihood programme there has been established. This is despite the airstrip being closed for some months.

## UMN Carbon Footprint



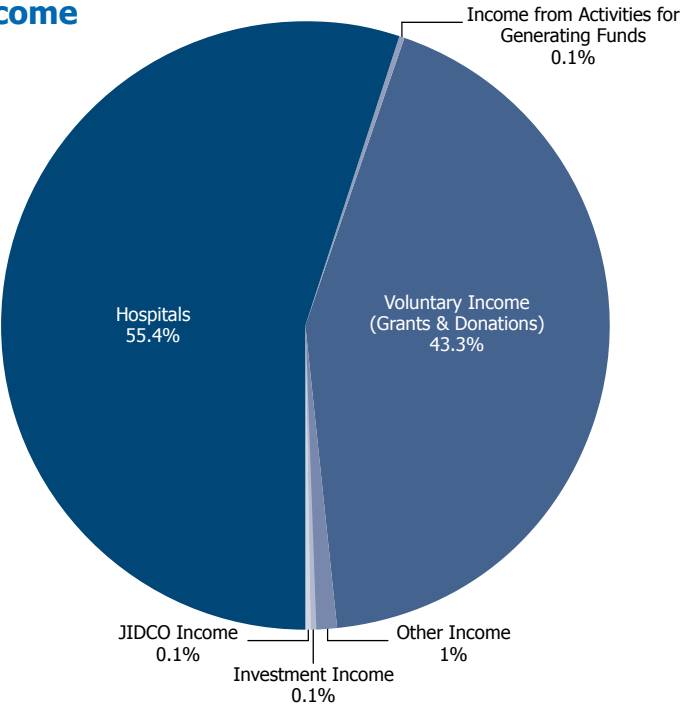
# FINANCE

In the year ending 16 July 2012, UMN’s consolidated income was USD 6,474,287 and consolidated expenditure was USD 6,100,105. 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 guided by the requirements of the UK Statement of Recommended Practice (SORP) published in March 2005.

## Income

Consolidated Income was USD 6,474,287, an increase of 14.9% on the prior year (USD 5,634,262\*). The hospitals’ income was USD 3,583,554, accounting for 55.4% of overall income. Grants from institutions and donations from individuals amounted to USD 2,806,747, including USD 231,110 of expatriate volunteer services.

## Income



## Breakdown of Grant Income

(excluding Hospitals and JIDCO)

Donor	USD	%
Baptist World Aid Australia (BWAA)	664,503	26.3%
TEAR Australia	318,911	12.6%
Tearfund UK	246,135	9.8%
HimalPartner	203,830	8.1%
Finnish Evangelical Lutheran Mission (FELM)	174,816	6.9%
InterAct	172,299	6.8%
Evangelischer Entwicklungsdienst e.V (EED)	169,874	6.7%
Geneva Global	137,110	5.4%
NFHP (USAID)	104,248	4.1%
Other Donors	331,968	13.3%
Total Grant Income	2,523,694	

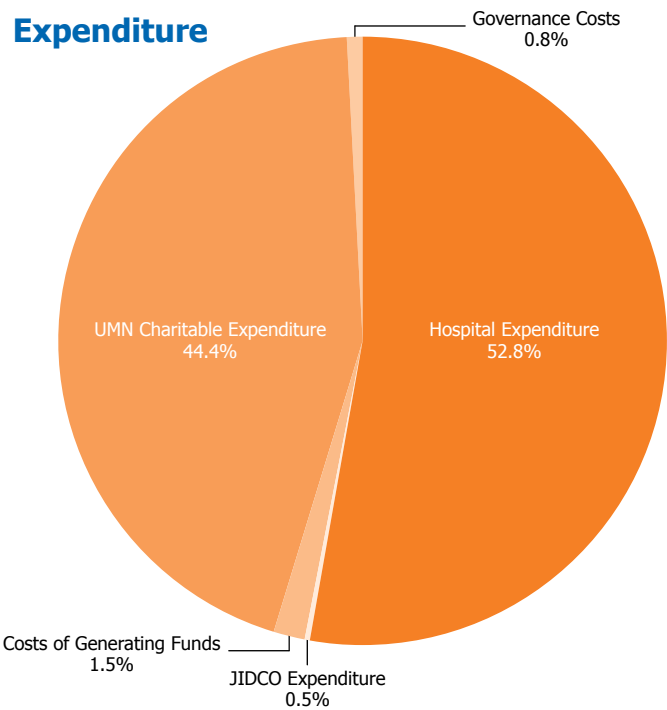
## Expenditure

Consolidated Expenditure was USD 6,100,105, an increase of 14.1% on the prior year (USD 5,344,337\*). The hospitals’ expenditure was USD 3,218,053, accounting for 52.8% of overall expenditure. UMN charitable expenditure was USD 2,707,405, accounting for 44.4% of overall expenditure.

The cost of generating funds (1.5%) 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 costs and the cost of generating funds, the total charitable expenditure of UMN was USD 5,643,013 (97.6% of total expenditure) including USD 321,156 of support costs allocated in direct proportion to direct costs. No support costs were allocated to the hospitals or JIDCO.

## Expenditure



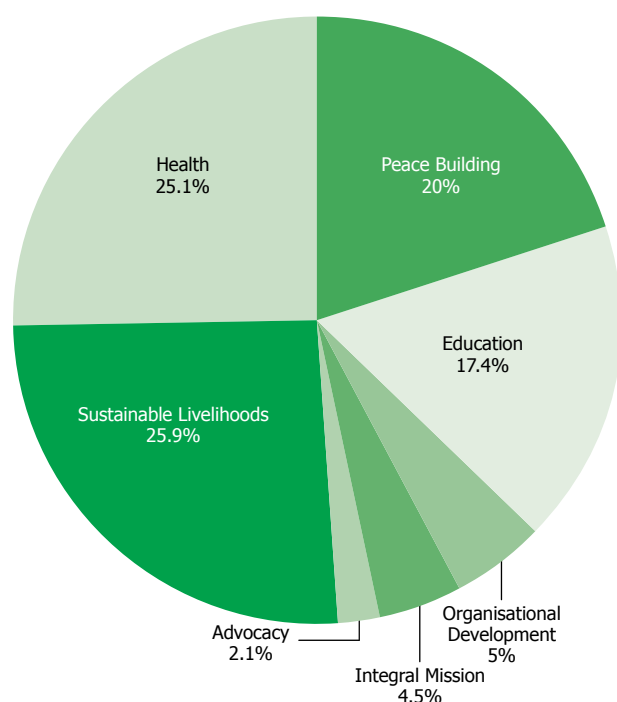


## Breakdown of Charitable Expenditure

	USD	% of Total Charitable Expenditure	% of Charitable Expenditure (excl. Hospitals & JIDCO)
Hospitals	3,218,053	54.0%	
Sustainable livelihood	700,409	11.7%	25.9%
Health	678,783	11.4%	25.1%
Peace Building	541,673	9.1%	20.0%
Education	471,061	7.9%	17.4%
Organisational Development	134,593	2.3%	5.0%
Integral Mission	121,063	2.0%	4.5%
Advocacy	59,823	1.0%	2.1%
JIDCO	37,944	0.6%	
<b>Total</b>	<b>5,963,401</b>		

## Breakdown of Charitable Expenditure

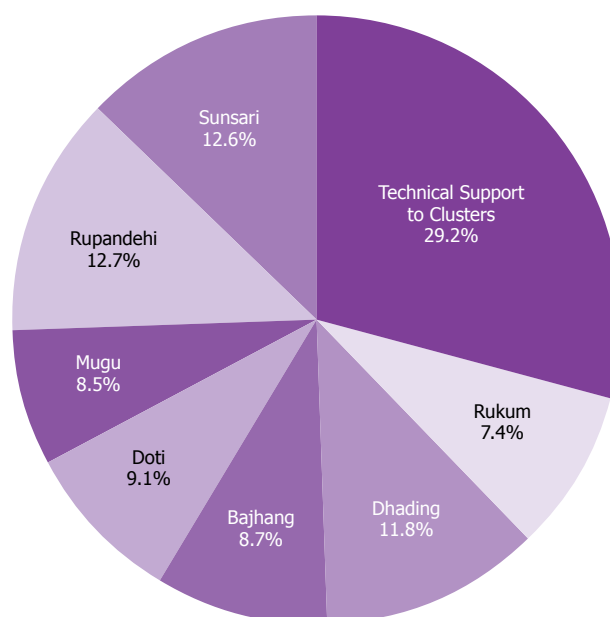
(excluding Hospitals and JIDCO)



The largest areas of work within UMN are Sustainable Livelihoods (25.9% of UMN charitable expenditure), Health (25.1%) and Peacebuilding (20.0%).

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 2011-2012 charitable expenditure of UMN (excluding the hospitals and JIDCO) is broken down by location (see right).

## Charitable Expenditure by Cluster



Rupandehi, Dhading and Sunsari were the locations in which the highest proportion of UMN's charitable expenditure was spent. 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 = NRP 87.35**

***\*Since all financial reports are denominated in NRP, for comparative reasons we have recalculated last year's figures with this current year's exchange rate.***



CENTRAL  
SERVICES



# THE BOARD OF TRUSTEES



**Sandy Sneddon** – Sandy works as Asia Secretary in the Church of Scotland's World Mission Council. He served in Pakistan until 2002 and has been a UMN member of the Board of Trustees since 2005.



**Betsy Kolkea** – Betsy has worked with World Vision for the past six 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 McLachlan** – Fi is based in Sussex, England, and has a background in social care management in both the statutory and non-profit sectors. She currently is CEO of Burrowswood, a Christian hospital and place of healing. 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, Haggai Institute and Vision Fund.



**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 as part of integral mission. 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 has been 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), consultant of the Resource Centre for CMC – Nepal and Chairperson of Elijah Counselling and Training Centre (ECTC).

# NATIONAL & CLUSTER PARTNERS

## NATIONAL

Name of Partner	Type of Organisation
Children at Risk Network (CARNet) Nepal	NGO
Nepal Christian Relief Services (NCRS)	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
District Health Office (DHO)	GoN

## 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
Buddha Higher Secondary School	Inst.

## RUKUM

Name of Partner	Type of Organisation
Nepal Magar Society Service & Information Centre (MIC Nepal)	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

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
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 Higher Secondary School	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



# UMN SUPPORTING PARTNERS

## AUSTRALIA

Baptist World Aid 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**

Barnabas Trust, UK  
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  
SIM, South Africa  
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.**





JESUS SAID: "THE SPIRIT OF THE LORD IS UPON ME,  
BECAUSE HE HAS **CHOSEN** ME TO BRING  
**GOOD NEWS** TO THE **POOR**.  
HE HAS SENT ME TO PROCLAIM **LIBERTY** FOR THE **CAPTIVES**,  
AND RECOVERY OF **SIGHT** TO THE **BLIND**;  
TO SET **FREE** THE **OPPRESSED**  
AND **ANNOUNCE** THAT THE TIME HAS COME  
WHEN THE LORD WILL **SAVE HIS PEOPLE**."

Luke 4:18-19



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

UNITED MISSION TO NEPAL

PO Box 126, Kathmandu, Nepal

Phone: +977 1 4228118, 4268900

Fax: +977 1 4225559

[communications@umn.org.np](mailto:communications@umn.org.np)

[www.umn.org.np](http://www.umn.org.np)