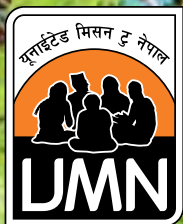


WORKING Together

ANNUAL REPORT
2012-2013



Fullness of life for all, in a transformed Nepali society



Dear friends,

It gives me great pleasure to introduce UMN's annual report for 2012-2013 which outlines the key achievements and impacts of our work over this past year. During this period, we have undertaken a number of organisational strategic initiatives including a mid-term review of our Strategic Plan, development of a Funding Strategy, and staff workshops to embed and deepen our understanding of Fullness of Life and transformation – key concepts from our vision statement. We have also strengthened our relationship with Government line agencies at the local level through regular District Project Advisory Committee (DPAC) meetings, including project visits, increased our emphasis on learning and innovation in the organisation, and strengthened our financial governance.

UMN has long been committed to building the capacity of local staff, and it has been encouraging to see Nepalis capably filling senior roles across the organisation, with expatriate advisors continuing to play an important support role. A key event this year was the bi-annual General Assembly, attended by representatives from our Supporting Partner organisations, which proved a valuable opportunity to update them on the situation in Nepal and UMN and gain input from them on key strategic issues. In addition to our work in our cluster areas, our hospitals continued to provide high quality, affordable, holistic health care in the Western and Eastern regions of Nepal. We estimate that through the hospitals and clusters work, UMN contributed to improving the lives of approximately 550,000 people across Nepal this year.

2 Welcome	12 Peacebuilding	28 Hospitals
4 Values	14 Sustainable Livelihoods	30 Central Services
6 Fullness of Life	16 Integral Mission	31 Care for the Environment
8 Education	18 Capacity Building	32 Finance
10 Health	22 Advocacy	34 Board of Trustees
24 Clusters	36 National & Cluster Partners	37 UMN Supporting Partners

Finally I would like to thank all our stakeholders and partners, particularly our staff, local partners, the Government of Nepal and our supporting organisations, who have played a key role in reaching these achievements as we strive towards our vision of “Fullness of life for all, in a transformed Nepali society”. As we look to the future, I am excited about the role that UMN will continue to play in the development of the country, and grateful to God for the privilege of being involved in this work of service to Him and to the people of Nepal.

Dr. Mark Galpin
Executive Director



Thank you to all those who contributed stories and photographs for this Annual Report
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UNITED MISSION TO NEPAL VALUES



LOVE & SERVICE

- We follow God's desire that we seek to be humble, forgiving and compassionate, as demonstrated in the life of Jesus.
- We seek to identify with people in their needs and aspirations.
- We do not consider any task too menial or belittling.

EQUITY & SOCIAL JUSTICE

- We value and respect each person, as we are all created equal by God.
- We work alongside people, enabling them to speak and act for themselves.
- We pro-actively address injustice and imbalance in society to bring impact at local, national and international levels.

INTEGRITY

- We are committed to be honest and truthful.
- We work responsibly and transparently, without undue personal gain.
- We have integrity both corporately and personally, whether others are looking or not.

INNOVATION & CREATIVITY

- We seek new and improved ways to do our work.
- We desire to excel in our work, respecting local knowledge, practices and culture.
- We seek to develop in ourselves and others the creative ability that God has given to each of us.

SPECIAL CONCERN FOR POOR AND MARGINALISED PEOPLE

- We seek to address root causes of poverty to change lives in practical ways.
- We give special priority to vulnerable and oppressed people.

CARE FOR THE ENVIRONMENT

- We are looking for ways to minimise our negative effect on the environment.
- We are working towards better resource management by reducing and reusing materials.
- We seek to address the issues of climate change at local, national and international levels.



Fullness of life for all, in a transformed Nepali society

We in UMN, being motivated by and dependent on God, believe these values to be foundational to our work. They influence our behaviour, our choice of partners, the way we work with our partners and the selection and development of staff.

Fullness of Life



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 AND SECURITY:

People have the knowledge, skills and resources needed to reach their potential.

(For examples, see pages 9, 11, 15 & 17)



HOPE & FREEDOM:

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

(For examples, see pages 13 & 17)



PEACE & RECONCILIATION:

People experience peaceful, harmonious relationships within the household, community and nation that respect and celebrate diversity and restore broken relationships.

(For an example, see page 13)



ENVIRONMENTAL SUSTAINABILITY:

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

(For examples, see pages 15 & 31)



JUSTICE & EQUITY:

People build and live within just and fair economic systems, at local, national and international levels.

(For an example, see page 23)



DIGNITY & RESPECT:

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

(For examples, see pages 9, 11 & 21)



USING THE FULLNESS OF LIFE MODEL IN OUR WORK

This year we have worked hard to embed the Fullness of Life model into our thinking and practice within UMN. This has involved running training workshops for all our staff (see photo) which have deepened our understanding of the model, explored its biblical basis, and investigated the barriers to Fullness of Life in the communities that we work in. We also developed our understanding of 'transformation' – the process by which we progress towards Fullness of Life – identifying the different levels at which change has to occur, in order for this to be effective and sustainable. We have used the model as a tool to retrospectively evaluate our work – asking which aspects of Fullness of Life particular projects have had a positive impact upon. We are now moving towards using the model in the project planning stages, to influence the design of our work. In doing this, we want to make sure that individual projects carried out with our partners contribute positively to two or three aspects of the model, and do no harm in the others. By using the model in this way, we want to ensure that we are more effectively working towards our vision of "Fullness of Life for all, in a transformed Nepali society".

Education

UMN's Multi-Lingual Education (MLE) programme works with school communities and District Education Offices. Originating in Kapilbastu, the programme has been modified and improved, and is now being implemented in Dhading, Rukum and Sunsari. A number of UMN's Education staff are now master-trainers for this programme and are contributing to its expansion process. A study in Nepal, carried out by the Santona Foundation, reiterates that mother tongue-based MLE is very effective for improving learning outcomes. The objective to increase coverage originates in the desire to assist the Government in achieving its School Sector Reform Plan objectives. Grade 3 contextualised teaching-learning materials in Tharu, Awadhi and Nepali language have been developed for six schools in Kapilbastu. Through a partnership with another INGO, it also reaches 10 other government schools in that district.

UMN's Education team has longstanding partnerships with a number of organisations. Through one of these partnerships, quality education initiatives have been scaled up in Bajhang and Doti districts. Now 28 schools receive quality child-friendly materials and training yearly. Child-friendly teaching-learning practice is being implemented in more than 100 community schools in all seven UMN clusters. This year, 25 schools upgraded their classrooms to be more child-friendly with UMN support. A revolutionary Nepali phonics book for Early Childhood and Grade 1 has been developed in order to assist early learners to learn to read Nepali.

Working with community and parent bodies is important in developing strong school-community links. Training for Boards, School Management Committees (SMCs) and Parent and Teacher Associations (PTAs) took place in each cluster, with a total of 510 school board members participating in the capacity building trainings, such as school governance and management, school social audits and financial management.

The Government led literacy campaign was supported in all the UMN clusters. A non-formal education programme was implemented in Rupandehi, Dhading and Mugu clusters. One of the UMN working VDCs in Kapilbastu has been declared as fully literate through this work. About 560 women graduated from literacy classes.

UMN has supported around 100 Early Childhood Development Centres (ECDCs) in Rukum, Dhading, Sunsari, and Bajhang clusters. These ECDCs are assisted to meet the minimum criteria set by the government, including resource provision and training for teachers.



FACTS & FIGURES

- Total scholarships provided by UMN in 2012-13: **638**. This includes **521** general scholarships, **91** Dalit (low caste) scholarships, **26** disability scholarships. **279** local scholarships are locally-funded, and this number is increasing.
- **560** women in **28** literacy classes learned to read and write.
- **510** SMC and PTA members trained.
- **152** Child Clubs are active, involving **3,012** children.
- **176** teachers received child-friendly teacher training.
- **46** ECDCs received teaching-learning materials and teacher training.

Child clubs are working well in clusters, involved in activities like monitoring teacher performance, publishing wall magazines and working for environmental issues.

UMN continues to increase access to school by facilitating and providing scholarships for under-privileged children, particularly children with disabilities, girls, and children from low caste or ethnic minority communities.

NATIONAL CONTRIBUTION

Research by USAID in Nepal reveals that 62% of the children in Grade 3 are unable to read at an age-appropriate level. UMN has produced a phonics method in Nepali for Grade 1 children so they learn to read Nepali fluently. This will provide a strong foundation for reading and learning activities in life. The student book and teacher guide have been trialled and published, and training for teachers is about to commence.

READING IN YOUR OWN language



Learning to read is difficult enough, as any five-year-old will tell you. But learning to read in a language that you don't speak very well, or at all, is much harder. That's been the problem for many Nepali children from minority ethnic groups, who don't speak Nepali at home. Although the Department of Education is supportive of Multi-Lingual Education, schools that wanted to implement such programmes were frustrated by lack of resources and lack of training for teachers.

In partnership with the school community of Janakalyan Higher Secondary School, Rupandehi, UMN has supported the development of curriculum materials for children in two local languages, Tharu and Awadhi. The materials cover Maths, Social Studies and Science, as well as the two languages and are now available up to Grade 3 level.

Along with the curriculum materials, a teacher training programme helped teachers use the books well, but also improved their skills in child-friendly teaching methods. Classrooms are comfortable and colourful, and children clearly enjoy being in school much more than they used to. Even Nepali-speaking teachers have taken up the challenge of using the new books.

Other organisations have been very impressed with the success achieved, and are planning to use this approach in schools that they support.

Health

Nepal still has numerous health problems particularly in remote areas. UMN works together with local partners to address health problems and tackle the poverty that underlies them. UMN works mainly in the areas of community health, maternal health, child health, nutrition, water, sanitation and hygiene (WASH), adolescent sexual and reproductive health (ASRH), HIV and AIDS and mental health.

Work with women is key to improving community health. UMN's partners are mobilising 250 groups (6,000 women), building their capacity, advancing income generation and networking to promote community health. Four hundred sanitary toilets have been constructed and are being used with minimal support from UMN and its partners. A total of 22 birthing centres have been provided with basic equipment, curtains, rubber sheets and furniture. Health facility management committees were trained in five villages. Warm clothes were distributed to 90 newborns to prevent hypothermia. Family planning services provided 158 women with long lasting contraception. Positive Deviance Hearth Nutrition Centres rehabilitated 78 malnourished children.

UMN has a special concern for particularly marginalised groups. HIV and AIDS messages have been promoted, through various communications approaches, reaching about 12,000 people, including young people, through peer educators and staff. Community home-based care was provided for 33 people living with HIV and AIDS. UMN has once again become involved in mental health work, with 49 people including government health workers, UMN and partner staff receiving 5 days' mental health training to promote community-based mental health services. UMN continues to support the National Mental Health Network, and five members were trained in Leadership in Mental Health in Goa, India. Twenty people with disability received treatment and rehabilitation.

Working with young people is particularly rewarding and encouraging. The Christian Family Life Education (CFLE) programme was held in 29 new churches in four districts, where 768 young people benefited from weekly CFLE sessions conducted by 69 young facilitators focusing on life skills and reproductive health. A total of 130 peer educators are promoting life skills, ASRH and HIV and AIDS messages, and 20 child clubs in Mugu are promoting nutrition and WASH-related issues.



FACTS & FIGURES

- ➔ **250** women's groups supported around the country.
- ➔ **400** sanitary toilets constructed and in use.
- ➔ **22** birthing centres provided with basic logistics.
- ➔ **768** young people from **28** new churches benefited from the Christian Family Life Education programme.
- ➔ **130** peer educators are sharing life skills and ASRH messages.
- ➔ **33** HIV positive people benefited from home-based care.
- ➔ **78** malnourished children rehabilitated.
- ➔ **49** people, including government health workers, UMN and partner staff received 5 days' mental health training.

NATIONAL CONTRIBUTION

The National Mental Health Network has continued to address the mental health issues and work towards strengthening services in Nepal. A number of advocacy, interaction and press release programmes were organised. A UMN health team member has been involved in the Association of INGOs in Nepal and Ministry of Health committees.

PAVING THE Paths

Mathidhui village is three hours' walk away from Mugu district headquarters. There are about 28 households in this village, and the total population is about three hundred.

Even in the 21st century, this village is characterised by unplanned construction of households, traditional beliefs and illiteracy. During the rainy season, the village paths used to be very muddy. Both the people's and livestock's feet used to get infected because of the filthy paths. There were very few toilets for people, and also livestock manure used to get mixed in with the mud on the village paths, leading to lots of flies. Last year, several children died due to communicable diseases.

A Child Club has been formed in this village this year, initiated by UMN's partner Gramin Samudayik Samaj (GSS). The Child Club decided to pave their village path with stones. With both UMN and community labour support, stones were placed all along the way. Now it is easier to walk about within the village, and it is easier to keep the road clean. The Child Club also promotes personal hygiene and cleanliness, and this has made a big difference in the village. This year, the incidence of communicable diseases has reduced, and not a single case of leg infection among livestock or people has been seen. The Child Club is very proud of its achievement.



Peacebuilding



Nepal is diverse in geography, ethnicity, languages and cultural practices. There are 125 ethnic-groups, speaking 123 languages and practising more than 10 religions. The existence of social discrimination, acute inequalities, absolute poverty, lack of access to resources and failure to recognise the needs of the post-conflict situation make Nepal vulnerable to further disharmony and renewed conflicts. Nepal is not free from external threats but internal conflicts are more challenging. Because of this, UMN partners are constantly working among divided, excluded, vulnerable and poor communities towards healing from social stigma and disability, trafficking, exploitation and slavery, injustice and polarised conflicts.

Human trafficking remains one of the world's fast growing crimes, with 21 million falling victim each year. Political and socio-economic marginalisation along class, caste, and gender lines force people to migrate and put them at risk of exploitation and abuse. UMN is conducting awareness campaigns against the trafficking of vulnerable women and girls with 11 partners, through the mobilisation of 128 self-reliant groups. Forty-five episodes of anti-human trafficking messages were broadcast through three radio programmes, 442 women and girls are active in income generation and 65 peer educators have been mobilised.

Disability is seen as a social stigma and curse for the family. Five UMN partners are working on disability rights, helping to transform perspectives towards people with disabilities. Seventy-five children with disability were treated during the year and now have more mobility, more independence, more confidence, greater integration into the community, and attend school. Their families are released from many care duties, so they have increased independence of their own.

Community mediation is recognised and accepted as a local dispute settlement mechanism. Trained community mediators have actively resolved 197 cases. More than 400 traumatised people were helped to overcome their trauma and return to normal life with restored hope. This has brought positive impacts in the community: increased confidence and self-esteem, especially for women; people are engaged in small-scale income generation activities; and there is restored harmony among 247 households. Interfaith dialogue and

FACTS & FIGURES

- **2,713** women organised in **128** anti-human trafficking groups.
- **3** co-operatives are formed and functioning.
- **46** students who had dropped out of school are involved in open and distance education.
- **5** disability rights awareness and **1** interfaith peacebuilding radio programmes have been broadcast.
- **1,037** people with disabilities received government classified identity cards.
- **5** partners working on disability active in district level networks.
- **3** Police units have been re-established and cross-border crimes have reduced significantly.
- **8** partners have developed a gender policy for their organisations.
- **565** community members and **177** teachers and parents have been taught about peace education.

peacebuilding continues to be a tool for co-existence among diverse faiths. Communities have now started to invite interfaith leaders into their social events, such as inaugurating a college or presenting peace speeches in public gatherings. The interfaith leaders have conducted press release programmes, radio programmes and public events to advocate against religious violence.

NATIONAL CONTRIBUTION

UMN's Peacebuilding team works with three national organisations: preventing trafficking risk; treating children with disability; strengthening Forgiveness and Reconciliation. A *Forgiveness and Reconciliation* manual and a set of *Trauma Healing* flip-cards were published, launched and shared with a wider audience. Five young people have become Interfaith Peace Ambassadors, teaching their own communities about peace. UMN continues to remain active in the AIN Peace and Youth working group.

A SIGN OF HOPE



A baby born with some kind of physical defect is not unusual in remote communities in Rukum district. Superstitious beliefs still influence daily lives there. Every baby born with a physical deformity is regarded as suffering from a curse from a previous life. Both mother and the new born baby suffer discrimination. They are not given due care and support, even during the post-natal time when they so badly need it.

Alisha Gharti, now seven months old, was born with a cleft lip. The news that the Gharti family had a baby with an unusually ugly face spread all over the village. For several days, people would come over to see the baby. Some people from the neighbourhood suggested throwing the baby out to die, because it represented a ghost. The daily visits of so many people from their own neighbourhood became a source of frustration for the Gharti family.

UMN's partner, Disabled Protection Forum, is working to reduce childhood disability through prevention and curative approaches, directly benefiting 161 people living with disabilities. Alisha was one of ten children selected for medical intervention. With successful surgery, she looks as normal as any child. "She has become a sign of hope in our community, that physical imperfection can be corrected with due medical intervention," says Alisha's mother.

Sustainable Livelihoods



No-one can prosper on their own, without working effectively with others. This principle is demonstrated in the symbiotic relationships of nature, and underpins the strategy of UMN's Sustainable Livelihoods programme. Appreciating and acknowledging the roles of different individuals, communities and institutions, while ensuring mutual co-operation, are key factors in improving the ability of people to make a living, while protecting the environment.

Three well-balanced, dynamic parameters are important in attaining sustainable development: environment, economy and society.

To achieve *environmental* harmony, UMN promoted ecological farming practices, teaching farmers to make and use organic pesticides and fertilisers that improved crops, cost less, and protected the environment. Installation of Improved Cooking Stoves (ICSs) reduced fire wood use, and had health and safety benefits, especially for women and young children. Local climate change adaption plans were made, in close co-operation with the Government, political parties, experts and the community.

In *economic* terms, UMN's work linked private sector entrepreneurs to producers, and the interaction was mutually beneficial. For example, a reputed organic product trader from Rupandehi and a ginger-producing farmer of Doti were introduced to discuss the possibility of co-operation in detail.

The *societal* development process is often frustratingly complicated, but working with the community is intensely rewarding. Partnering with more than 20 organisations in different settings is challenging, especially as we look for unconventional solutions. For example, working with schools and students shows how young people can be effective agents of behavioural change. Bio-sand filters which were promoted in school to ensure clean drinking water for the students, encouraged parents to install filters in their homes.

UMN has been involved in numerous dialogues with policy makers, other organisations and entrepreneurs. In order to reduce the risks to farmers of crop or animal loss, effective and affordable insurance options are drafted and have received support from policy makers, bankers and the farming community. Being part of the Regional Inter-Agency Partnership has given UMN a richer knowledge of community-based climate change adaption. A visit to Amul Dairy, which pioneered community dairying in India, has provided encouragement to explore the options for replication in Nepal.

FACTS & FIGURES

- **6,272** people received relief materials, both food and non-food items, worth NRP **1,046,045** (USD **10,230**)
- **246** households received help to irrigate their land, using sprinkler and drip irrigation or water harvesting ponds, increasing their area of irrigated land by about three times.
- **950** kg (worth NRP **214,000** - USD **2,100**) of fish has been harvested in Rukum.
- In Baseri VDC, **95%** of households constructed improved cooking stoves, and the VDC was declared an "Indoor-Smoke-free VDC". **97%** of households constructed toilets and the VDC is going to be declared an Open Defecation-Free VDC. The cumulative number of ICSs has gone up to **2,012¹** in Rukum, Dhading and Rupandehi.
- In UMN's working areas, the average level of household food sufficiency has reached **8** months (was **6** months **3** years ago). The average period of food sufficiency increased from **4.6** months to **5.5** months in Doti, from **7** to **8** months in Rupandehi and from **6.4** months to **8.2** months in Nawalparasi.
- Church mobilisation for disaster management work has been started in three districts. **9** churches are involved with disaster management in their communities.

¹ Rukum – 633 (Metal 559 and Mud 74), Dhading – 834 and Rupandehi – 545

As part of the UMN team, the Sustainable Livelihoods team worked effectively with others: for example, on nutrition (Health), environment (Education), and rights-based issues (Advocacy).

NATIONAL CONTRIBUTION

Around the world, 1.3 billion tonnes of food are wasted every year (UN report), while one in every seven people goes to bed hungry. Nepal is no different. UMN's publication, *Fruit and Vegetable Processing in Nepal*, provides practical advice on how to store surplus food without compromising its nutritional value. UMN hopes that this book will improve the effective use of food at household level.

AN IMPOSSIBLE DREAM



The wrinkles on Suna Khadka's face bear witness to forty years of struggle with extreme poverty. Despite all her hard work, she struggled to provide for her family. Joining a female farmers' group changed all that.

The family used to produce only rice and wheat on their land. Suna's prospects changed when she joined the Bhairabnath Female Farmers' group initiated by UMN's partner Mahila Kalyan Bachat Tatha Rin Sahakari Sanstha Limited (Women's Welfare Saving and Credit Cooperative Limited). As a group member, she received commercial vegetable production training and got plastic sheeting from the programme. She has constructed a "plastic house" (simple greenhouse) and is producing off-season vegetables inside it. Moreover, she has a bumper production of garlic and onion this season, after getting good quality seed from the project. She has stored the crop in her storeroom to fetch a better price.

She has earned about NRP 30,000 (USD 310) in six months just by selling tomatoes from her plastic house. This money paid for food for her family, giving three more months of food sufficiency. She has been saving through the co-operative, so that it has been easy for her to build up a surplus balance from her income, and take out whatever she needs for her business.

A year ago, this would have seemed like an impossible dream to Suna Khadka!

Integral Mission

UMN's integral mission approach continues to progress within and beyond the organisation. This year, the Fullness of Life concept was developed into a training programme and shared with the staff, enabling them to better understand the holistic nature of development for sustainable change. One of the technical staff, after attending the training, commented: "I understand now that we must carefully calculate the way we do development work, as changes at the deeper levels are needed for sustainability."

Strong organisational capacity is a prerequisite for any church or organisation to promote integral mission. Principles of organisational management and stewardship were shared among local churches. These programmes are making positive impacts. Nevertheless, the church is still young and its leadership is growing; it will take time for these concepts to be fully embraced.

Partners and churches were encouraged and supported to effectively practice integral mission in their communities. As a result, 544 Christian leaders were envisioned for integral mission this year; 24 churches in the districts received assistance to mobilise local resources to support the livelihoods of poor households. Churches in northern Rukum got together to construct a community bridge, enabling villagers to cross a river safely. Churches in Doti, Dhading and Kapilbastu reached out to people affected by HIV and AIDS, with prayer, care and support.

NATIONAL CONTRIBUTION

At the national level, the Integral Mission team has had opportunities to learn and share its achievements and challenges with other like-minded groups. The Integral Mission Forum, Sangsangai Support Group and other opportunities helped to promote integral mission in the country. All of these programmes are aimed at helping the Christian community to become a prophetic voice of hope and courage in the midst of helplessness and despair.



FACTS & FIGURES

- ➔ 9 interns completed their internship.
- ➔ 544 Christian leaders envisioned for integral mission.
- ➔ 31 new churches learned about Sangsangai (the Church Community Mobilisation Process).
- ➔ 25 Sangsangai facilitators empowered and mobilised.
- ➔ 25 churches orientated on HIV and Christian response.
- ➔ 64 churches in Nawalparasi contributed labour work to the Kumsot Water Project.
- ➔ 24 churches in Sunsari and Dhading continued to provide micro-finance support to poor households.
- ➔ 98 leaders were trained in governance and Christian leadership skills.

MEANINGFUL USE OF Skills

Laxmi Nepali has been an active youth leader for the last nine years. Laxmi has attended a five-month Bible training programme, where she learnt how to lead house fellowships. When she started as a church leader, she dearly wanted to learn some skills in helping people in need. She wished she had learnt such skills in the Bible training.

Her pastor encouraged her to attend Integral Mission training programmes organised by UMN's local partners. In this training, she learned how to identify spiritual and other resources. She became a Sangsangai trainer as well, which helped her to learn people skills.

Laxmi also runs a Sewing and Cutting Training Centre initiated by her church, where she teaches basic tailoring skills to girls and women in her community. A believer has provided her with a room free of cost where she conducts training. Every day, she and her clients have a quick prayer devotion before and after the training classes. She said, "I learnt these ideas from the Sangsangai training. These have been very helpful in getting connected with my clients."

Laxmi is an active Sangsangai facilitator in Kapilbastu district. She enjoys educating people in spiritual as well as social matters. She said, "My perspective towards HIV and people living with this condition has changed after attending training about the Christian Response to HIV and AIDS." She also extends her friendship and prayer to the people living with HIV and AIDS in her community.



Capacity Building

UMN'S CLUSTERS AND PARTNERS AS OF JULY 2013

Clusters	Total partners	Non-governmental	Governmental (e.g. schools, DHO, etc.)
Bajhang	5	4	1
Dhading	10	9	1
Doti	6	5	1
Mugu	5	4	1
Rukum	7	5	2
Rupandehi	11	10	1
Sunsari	10	9	1
National	2	2	0
Total	56	48	8

OVERALL SUMMARY

- ➔ 52 organisations carried out Partner Capacity Assessment (PCA).
- ➔ 6 partners reached Stage IV (Maturity).
- ➔ 43 partners are at Stage III (Consolidation).
- ➔ 3 partners are at Stage II (Developing).
- ➔ 23 partners were in Stage I (Start-up) when baseline was taken.

Capacity building is needed to create the ownership and participation of the people and organisations we work with, facilitate best use of resources for each situation, and sustain interventions that are started with outside help. For UMN, capacity building refers to strengthening of both organisational and technical aspects of development work so that they are able to effectively and efficiently work to fulfil their vision, mission and goals. UMN believes that both organisational and technical skills must be developed hand-in-hand to achieve the most impact in a community.

ORGANISATIONAL DEVELOPMENT

The Partners' Capacity Assessment (PCA) results reveal that the partner organisations in all the clusters have made significant progress on the nine domains of governance and management. The PCA analysis shows that six partner organisations have reached 'Maturity' this year, against only one partner last year. For details, please see the chart on page 20.

All partners have now developed their strategic plans, financial policies and human resource or personnel management policies, and these policies have been reviewed and updated regularly. This year, 21 partners reviewed their strategic plans and have developed new ones for the next five years. Similarly, 23 partner organisations reviewed and updated or amended financial and personnel policies. Furthermore, partner organisations have been holding audits and general assemblies, and practising power separation (different roles and responsibilities for governance and management). Also, there has been significant progress in holding meetings and undertaking discussions. For example, 69% of non-governmental partners met 10-12 times a year, and the rest of them met 7-9 times. This is a significant improvement in organising meetings than in previous years.

More than 80% of partner organisations are members of relevant local networks, and more than 30% of them are taking a lead in such networks. These networks include the NGO Federation and the Right to Food Network. Being associated with networks has been effective in promoting learning-sharing and co-operation.

About 81% of non-governmental partners have been able to raise funds from various sources locally and nationally. In this regard, 27 partners had developed community-focussed projects and submitted proposals to various agencies locally and externally, and 25 of them were able to get funding. Mobilisation of local communities and resources is key to self-reliance and sustainability. About 90% of non-governmental partners are able to mobilise locally-available resources.

Most of the partners are learning to practise delegating responsibilities to the vice-chairperson and sub-committees, thus helping to develop second line leadership. All the partner organisations (apart from government institutions) are practising the double account entry book-keeping system. Until some years ago, hardly any partners used this system. All of our partners hold social audits and are aware of social inclusion.



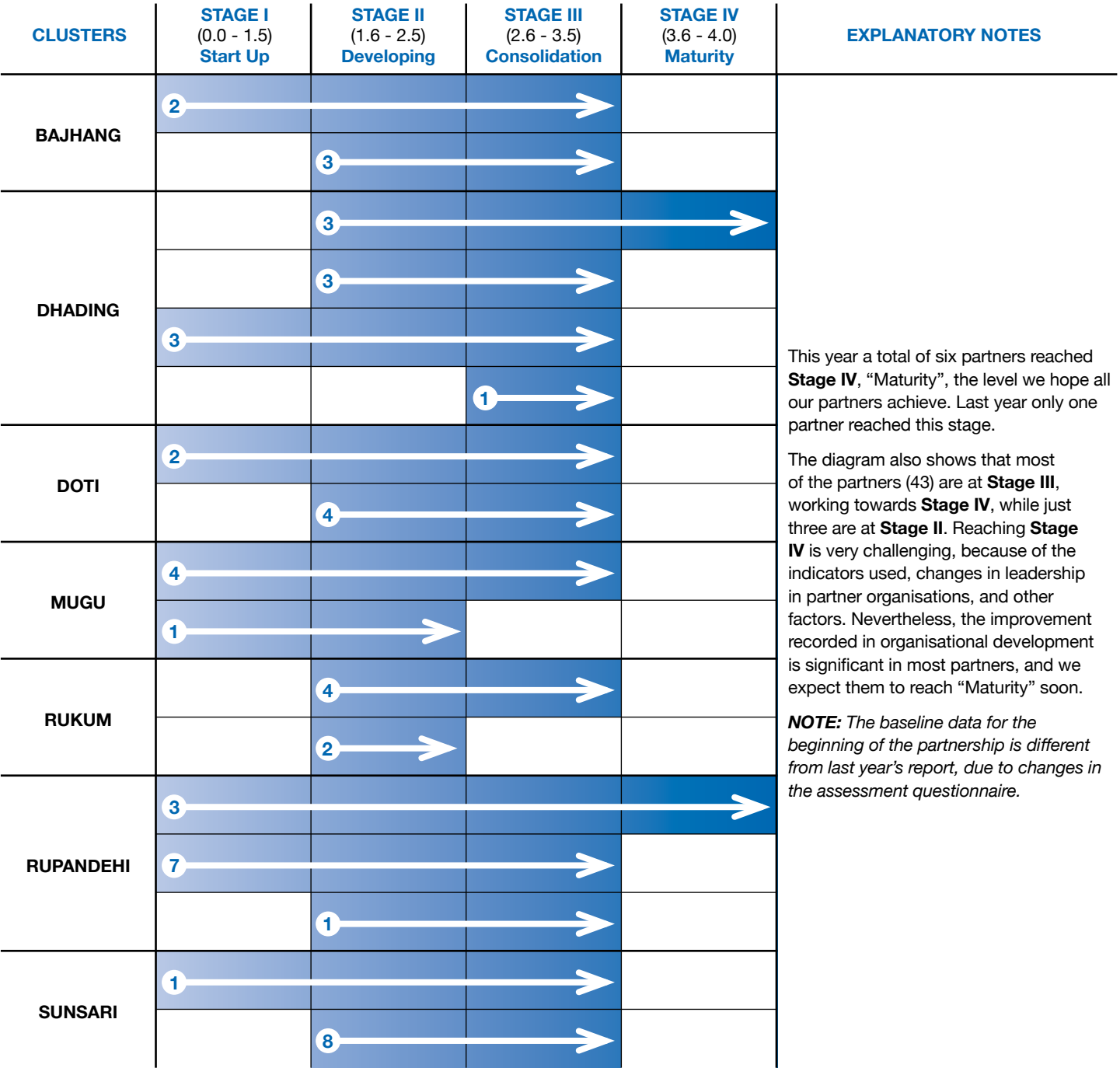
TECHNICAL CAPACITY BUILDING

UMN's Technical Teams – Education, Health, Peacebuilding and Sustainable Livelihoods – have been able to strengthen the capacity of 56 partner organisations and more than 1,000 community groups. Local farmers and micro-entrepreneurs across seven clusters have been trained and provided with other necessary support, such as improved seeds and technology, to undertake agricultural farming and enterprises so that they can improve production and increase household income. In villages where climate and environment-related risks are high, people have made disaster preparedness plans after participating in training on the subject. Partner schools in Rupandehi and Sunsari have better awareness and preparedness against disaster-related risks. Similarly, Right to Food networks in various clusters have been strengthened to lead advocacy on food rights issues.

In Health, community groups, health workers, management committees in health facilities, young people and children have

been trained in various health-related issues such as nutrition, family planning, water, sanitation and hygiene (WASH), maternal and neo-natal health, sexual and reproductive health, and life skills. The Child-to-Child programme has been successful in improving the health and hygiene of children, their families and their communities. Children have truly been a powerful means of social transformation. Similarly, building the capacity of men has been effective in improving understanding of gender roles and the reproductive health of women. The Education team builds the capacity of teachers, School Management Committees, Parents and Teachers' Associations, community facilitators, children and mothers' groups to improve learning in schools and in communities. The Peacebuilding team has built the capacity of local people and partners to improve trust, peace and harmony in communities.

PARTNERS ORGANISATIONAL GROWTH *(From the beginning of partnership to July 2013)*



LOVE YOUR Neighbour

Bhoj Bahadur Malla, 30, lives in Doti District, far-west Nepal. He has been working in Barpipal Saving and Credit Cooperative Limited (BPSCCL) as a Manager and Programme Co-ordinator for the last five years. Although he has long experience in development, he lacked confidence and was often discouraged. It is difficult to change society because of lack of awareness and well-established conservative thinking, traditions, culture and social values.

The Barpipal Executive Committee and staff developed a Human Resources plan, and asked UMN how they could develop their skills and knowledge. Through UMN, Bhoj Bahadur got the opportunity to attend a one-year diploma course in Community Development and Management from Share and Care Nepal. He participated in the two-month residential training, where he learned about people-centred development processes and co-ordination skills. Experienced people from different sectors shared their success stories, challenges and problems. The training was not only theoretical; it was very practical, including field visits, interactions, project work, experience sharing, exposure visits and observation.

Bhoj Bahadur said: “Before the training, I thought that development should be visible, such as roads, electricity and buildings. But now I know that we must give priority to people’s awareness, empowerment and education for real sustainable development. I am impressed by the verse from the Christian Bible that says ‘Love your neighbours as yourselves’, and I am committed to social transformation.”

For the rest of the year, students will return to their communities and put into place the action plan they developed during the planning, with support from Share and Care staff and UMN.



Advocacy

The Advocacy team has worked with 25 partners, across UMN’s working areas, during the last financial year.

In 14 VDCs in 9 districts, together with our partners, UMN worked with communities to help people understand the Government’s Participatory Planning Process, as provided for under the Local Self-Government Act. Communities identified the issues of importance to themselves, prioritised these issues and made proposals to their VDCs for local development funding. To facilitate this process, 139 local community members were trained and supported.

Currently, 224 local development plans are being implemented. The plans range from safe drinking water systems to health and hygiene initiatives, rural road construction to irrigation canal maintenance, women’s empowerment activities to safe motherhood programmes. Early Child Development Centres are being built, scholarships for children of poor and deprived communities are being provided, and much more. NRP 9,739,135 (USD 99,085) is being accessed from VDCs’ local development budgets, and communities are contributing NRP 454,865 (USD 4,628) in cash and kind themselves.

Working with young people is a key way to enhance local advocacy skills. In 108 sessions on social and legal issues, and themes related to entitlements and social concerns, 131 young people and community leaders worked with 4,595 community people. They had been trained in advocacy skills by UMN and its partners.

People with disabilities often miss out on the support they should receive, because they are not properly registered. Four campaigns organised together with the Women and Children’s Office in Doti resulted in 202 people with disabilities receiving disability ID cards, through which they can access entitlements, for themselves and their families. In addition, 46 radio episodes on services, benefits and rights related to deprived communities were broadcast through five popular FM community stations. These stations cover approximately 3 million people.

Climate change is a major issue facing Nepali communities. An orientation programme for Christian leaders on climate change was held, attracting 63 leaders from 19 churches. The programme focused on giving a Biblical framework for environmental issues. Later, they shared their learning with their respective congregations. World Environment Week saw 630 local environmental activities, with young people and school children learning how to reduce their carbon footprint by reducing food waste and food loss.



Hajar Singh’s village got itself connected to electricity as part of the Participatory Planning Process

FACTS & FIGURES

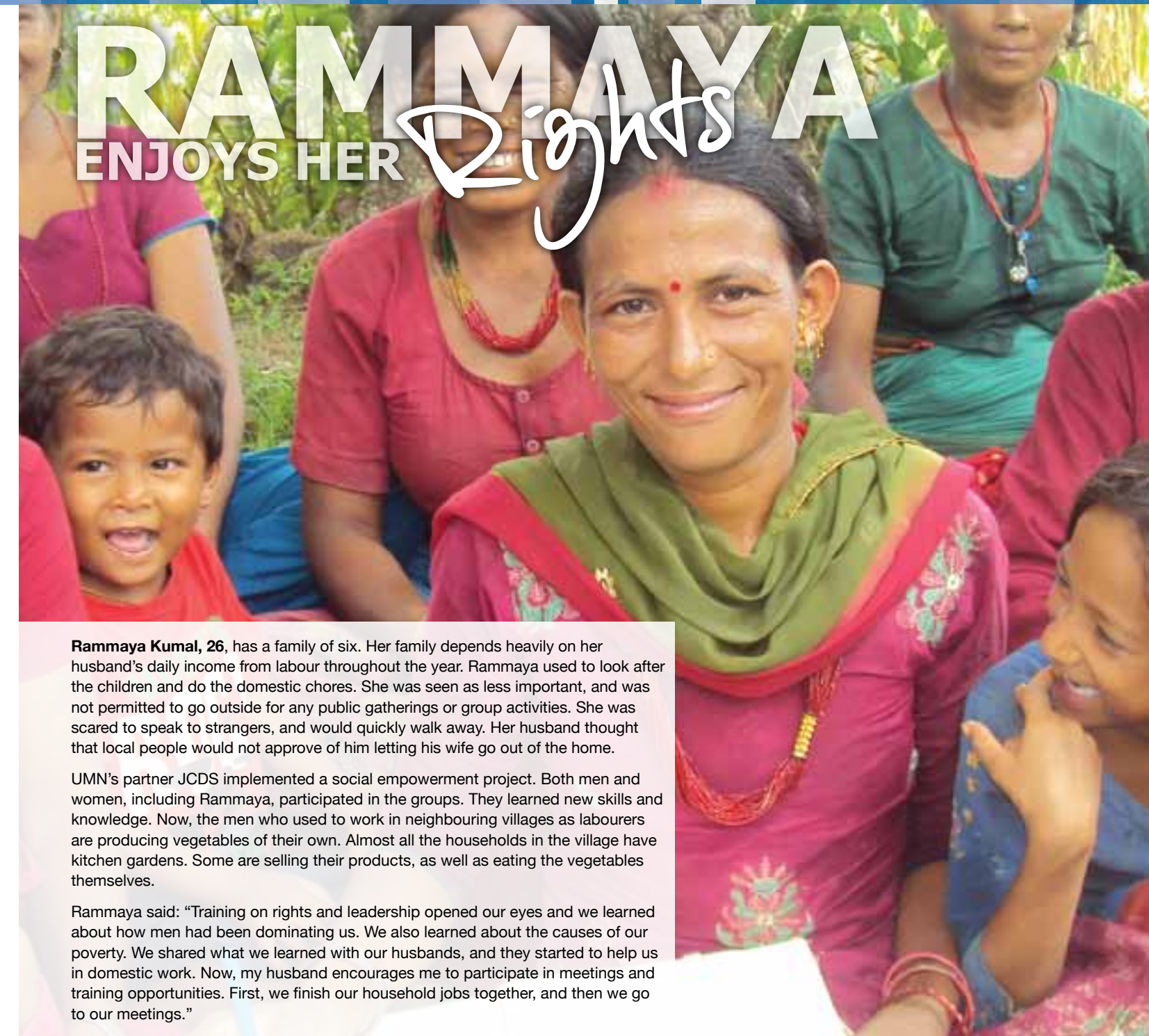
- NRP **9,739,135** (USD **99,085**) leveraged from VDC development budgets through the Participatory Planning Process, in **14** VDCs in **9** districts. **224** local development projects are being implemented with this funding.
- **131** young people and community leaders trained in advocacy skills.
- **202** people with disabilities received disability ID cards, and can access benefits.
- **63** church leaders from **19** churches now understand the Biblical foundations for addressing environmental issues, including climate change.

UMN and its local partner have been working in Pipaltar, a remote and deprived community, for several years now. This year, we supported irrigation canal maintenance, trained people on high value crop production and marketing skills, provided orientation on health, hygiene and sanitation and other social aspects. Results can be seen through cleaner villages, health and hygiene inquiry and practice, reduced school drop-out rates and improved saving habits among the 103 households in this area.

NATIONAL CONTRIBUTION

UMN’s major contribution at a national level has been enabling communities to participate in local development decision-making through the Participatory Planning Process, as envisioned by the Local Self-Governance Act, 2055 (1996). The Advocacy team actively participated in various national forums to contribute to discussion on themes like climate change, Schools as a Zone of Peace and the UN’s Universal Periodic Review.

RAMMAYA ENJOYS HER Rights



Rammaya Kumal, 26, has a family of six. Her family depends heavily on her husband’s daily income from labour throughout the year. Rammaya used to look after the children and do the domestic chores. She was seen as less important, and was not permitted to go outside for any public gatherings or group activities. She was scared to speak to strangers, and would quickly walk away. Her husband thought that local people would not approve of him letting his wife go out of the home.

UMN’s partner JCDS implemented a social empowerment project. Both men and women, including Rammaya, participated in the groups. They learned new skills and knowledge. Now, the men who used to work in neighbouring villages as labourers are producing vegetables of their own. Almost all the households in the village have kitchen gardens. Some are selling their products, as well as eating the vegetables themselves.

Rammaya said: “Training on rights and leadership opened our eyes and we learned about how men had been dominating us. We also learned about the causes of our poverty. We shared what we learned with our husbands, and they started to help us in domestic work. Now, my husband encourages me to participate in meetings and training opportunities. First, we finish our household jobs together, and then we go to our meetings.”



BAJHANG
This year, we completed our first phase partnership agreements with four out of five partners. Based on their performance, partnership has been extended with three partners up to July 2015 and one partner’s partnership will be renewed on a yearly basis.

Vegetable growing has been enhanced through the provision of improved varieties of seeds for 1,454 households. Eighty-one drip irrigation and 80 sprinkler systems, two multi-use water systems, 10 sets of materials for plastic ponds and technical knowledge have also been provided. Vegetables produced are for household consumption, and some farmers have become commercial growers,

earning an income of up to NPR 70,000 (USD 715). A Mediation Centre has been established, training 29 community mediators and raising awareness about social issues. Conflict within households has diminished, and caste discrimination and other harmful traditional beliefs and practices have been reduced.

Education and health are critical concerns. Educational materials have been provided to 12 schools, 25 teachers have received child-friendly education training, and a girls’ toilet in one school has been renovated. As a result; more than 553 children are enjoying school more, and learning effectively. The drop-out and absentee rate has been decreasing. Support for a health camp, training for 16 health workers, instruments provided to four birthing centres, sanitation campaigns, warm clothes distributed to 90 newborns, support for people living with HIV and their families, a nutrition centre for 30 children, and encouragement for pregnant women to use health facilities have seen improvements in community health.

Caste-based discrimination, gender-based discrimination, violence and early marriage, low agricultural productivity, food insecurity, poor rural infrastructure, unemployment and poverty are some issues in the district. Many settlements are scattered in steep geographical topography, with lack of physical infrastructure. A limited budget with high community expectations, together with people’s belief that development means visible work are major challenges.

Clusters



DHADING
Good relationships are being built between government line agencies, partners, the NGO federation and journalists, through regular meetings of the District Programme Advisory Committee (DPAC), formed last year. Joint monitoring visits to our partners’ communities are also helping. Almost all partner organisations, along with the cluster, are maintaining close co-ordination and, where possible, co-operating with other organisations working in the same locations. Partners are also supporting each other by sharing human resources. In total, about 27,128 people have directly benefited from our different programmes and projects during the year.

This year’s highlights included extending partnership agreement periods with six long-term partner organisations until July 2015, following the partnership evaluation in March 2013. We also started a three-year mental health project in four VDCs through one of our partners this year, aiming to reduce the burden of mental disability and disorders in the district. After making and installing improved cooking stoves in 95% of houses, Baseri VDC has been officially declared an Indoor Smoke-Free VDC.

Because of geographical difficulties, scattered communities and limited staff in partner organisations, it is difficult to reach all women’s groups, schools, child clubs and co-operatives frequently enough to strengthen them to operate in a sustainable way. Also, some group members from North Dhading earned less than expected from their vegetable seed production, because of hailstone damage to the crops. Getting school teachers to accept a child-friendly approach to teaching is still a challenge, because some teachers are accustomed to traditional teaching practices and find it difficult to change.



DOTI
During this year, five small irrigation schemes (ponds and a multi-use water system) were built in two different VDCs which helped farmers in kitchen gardening and cultivating crops. A Peace Education programme implemented at Barchhain Higher Secondary School to promote peace among school children has helped to improve quality education in the school.

An HIV and AIDS extra-curricular book was piloted in three different schools, a “first” by the District Education Office and UMN, to raise awareness about HIV. Another “first” was the Adolescent Sexual and Reproductive Health Training provided to deaf child club members, as there was a large gap in these childrens’ knowledge and information seeking, as compared to hearing children. UMN also helped its partner organisation run a united mobile camp to distribute ID cards to more than 200 people with disabilities. This will enable them to claim government benefits.

All six of our partners improved their office management, documentation and filing systems during the year. They were more focused in addressing the needs of community people through integrated livelihood programmes and local resource mobilisation. Five partners have developed their human resources in specific areas, which will help them to grow as resource organisations in Doti District.

However, one of the partner organisations is a long way from the UMN office, so sometimes it is very difficult to monitor and support them technically.

Due to low literacy rates, sometimes it is very difficult for community people to understand the goals of programmes and how we work, especially in implementing HIV and Food Security projects. High expectations from government line agencies, political parties and the community are challenges as well.

Many of us are far away from our families, and sometimes we feel lonely and isolated.



MUGU

Mugu became the 73rd district to be connected to a road at the end of 2012, so a source of pleasure for Mugali communities was a reduction in the market price of commodities by 5-10% compared with the previous year. On the other hand, Talcha Airport was closed for most of the time, because of heavy snowfall and rain in the winter and rainy season. The political situation of this district remains unstable. People's lifestyle is improving. A ring road was made in the district centre, Gamgadhi and a motorable road was cut from Gamgadhi to some VDCs. Most of the time the district hospital was staffed by a doctor, and in the third quarter of this year, the hospital boasted two foreign doctors and one staff nurse, and was able to provide surgical services. At the end of the year, a private hospital named Rara Hospital was established, complete with one MBBS doctor.

The indicators of the education and health status of the district are not so encouraging. The overall literacy rate of the district is 49.2; women's literacy rate is 37.9 as compared to 60.1 for men. UMN is involved in one higher secondary school and its feeder schools, providing teaching resources and training for teachers. A girls' hostel in Mangari, to provide safe accommodation for girls from northern VDCs, is almost finished.

Several cases of violence against women were exposed in the district headquarters. Child marriage is a huge problem in Mugu, affecting child club students and Dalit Girls Scholarship recipients. Some of our under eighteen Child to Child facilitators got married. A facilitator faced domestic violence after marriage, and now she has gone back to her mother's house and re-enrolled in school, in spite of her pregnancy.

Changing the culture of villages as it affects their practice of cleanliness and personal hygiene is challenging, and it takes a lot of time to change. All houses are built very close and attached with each other, and all houses have cattle sheds on the ground floor. UMN's child to child programme is helping spread hygiene messages.



RUKUM

One of the key development challenges in Rukum is low sanitation (20.32% coverage) with high incidence of diarrhoeal and other water and sanitation-related illnesses. UMN, in partnership with local NGO partners Nepal Public Awakening Forum (NPAF), MIC Nepal, and Dalit Welfare Organization (DWO), together with other like-minded non-government agencies, is working to promote household sanitation and personal hygiene, and access to potable water. Technical collaboration with government agencies like the District Development Committee (DDC) and the Water and Sewage Sub-division Office Rukum has been important. Together, they carry out sanitation-related awareness campaigns, provide motivational awards to the poorest households, and make post Open Defecation-Free (ODF) plans to maintain the sanitation situation to the minimum standard. MIC Nepal completed three schemes of drinking water and sanitation promotion, covering 148 families (815 people) in Mayang village located 26 hours' walking distance away from the district centre, Khalanga.

Rukum district is rich in natural resources with many natural lakes and rivers, but their harnessing for improving livelihoods is quite low. After a successful pilot phase, UMN has launched a fish farming and tourism promotion project in the communities (targeting 270 families) located around the Syarpu Lake (40 hectares) in Bafikot VDC. For the sustainability of resource management and benefit distribution, the project envisions a co-operative covering all those targeted families.

Yet another development challenge is food insecurity. Rukum is ranked 29th out of 75 districts in this regard. The main agriculture issues are low soil quality due to lack of essential social nutrients, and rain-fed farming. UMN is working through partners including the Sub-tropical Vegetable Seed Production Centre (SVSPC) and in close collaboration with District Agriculture Development Office and the Right to Food Network to contribute to increasing quality and production of cash crops and cereal crops (maize) in the district.



RUPANDEHI

The 2012-2013 financial year was not quite so challenging for UMN's Rupandehi team. This year, we worked with the same 11 partner organisations in the same three districts: Kapilbastu, Nawalparasi and Rupandehi. We implemented more than 15 projects of various sizes in those three districts, including: Integrated Sustainable Livelihoods (ISLP), PEACE, Anti-Human Trafficking (AHT), HIV and AIDS, Community Health, Mental Health, Adolescent Sexual Reproductive Health (ASRH), Multilingual Education (MLE), Education Empowerment Project (EEP), Christian Family Life Education (CFLE), HIV Umoja, Kumsot Drinking Water project, Climate Change Adaptation (CCA), and Local Adaptation Plan of Action (LAPA). We are encouraging our partners to increase women's participation, and now more than 50% of involvement in the Executive Committees and staff of our partner organisations are women.

The main challenge that the cluster is facing is to co-ordinate with district-level government line agencies because of frequent changes in leadership and the instability of the current political situation in Nepal. Also, the expectations of communities are high, which creates more dependency on the organisation and there seem to be less resources to address the needs of the community because Rupandehi is a multi-district cluster.

In this financial year, in total 55,328 people directly and indirectly benefited from the projects that we implemented in those three districts through our partners. To break this down, 12,935 benefited from Livelihoods projects, 4,020 from Anti-Human Trafficking and Peace, 14,887 from Community Health, HIV and ASRH, 4,543 from Education, 18,002 from Advocacy, 947 from Integral Mission and in addition, 11 partner organisation's Executive Committee members, their staff, and 228 community groups benefited from various capacity building and organisational development activities.



SUNSARI

Sunsari district is prone to disasters. This year, various disasters hampered human life: fire killed 13 people, elephants attacked and killed nine people and lightning killed several others in the eastern region, according to the regional police office record. For this reason, UMN's Sunsari team are on alert to respond in case of any disaster, especially during the monsoon season. Sudden rainfall caused floods in different locations. Even UMN's Sunsari office was affected by a flash flood in July, but team members were able to save office equipment by acting immediately. UMN's Sunsari team have offered support during several disasters, such as a cold wave, fire and flood at different locations in Sunsari and Morang districts, where in total 659 families were assisted.

The Itahari-Biratnagar corridor, which has almost 500 manufacturing industries of varying sizes, provides a significant number of jobs for people living in nearby Morang and Sunsari, who have migrated from hilly districts and the rural Terai. The flow of remittance money and employment opportunities for construction workers has increased.

The District Development Committee has planned that Sunsari will achieve Open Defecation-Free (ODF) status in 2015, and this year Sunsari district was able to announce 11 VDCs ODF out of 49, and one municipality out of three municipalities. Likewise, in Morang eight VDCs out of 65 have been declared ODF. UMN and its partners have promoted sanitation campaigns in their working areas.

UMN and its partners support 86 child clubs, which are affiliated in a VDC-level network in Sunsari and Morang. Theft and robbery cases are now rare in the southern part of three VDCs where UMN's partner CMC is intervening with a peacebuilding programme. Interfaith Networks continue to bring leaders of the five main religions in the area together, to share concerns and build relationships.

Staff changes are a challenge, as this year two staff left UMN, two staff were newly appointed, and one transferred to another cluster.

Hospitals

HOSPITAL SERVICES OFFICE

The **Hospital Services Office** (HSO) move from a rented house in Talchhikhel to the UMN compound in Thapathali took place in the middle of July 2012. Though HSO remains a separate entity as before, there have been many positive things. Expenses in term of rent, internet service etc. are less than previously. HSO staff also have the chance to get involved in UMN activities.

The Hospitals Executive Committee met five times during this fiscal year. In April at a planning and management meeting, the plan and budget for the next fiscal year were discussed and approved.

David McConkey, who chaired the HEC from its formation, has completed his term and Mark Galpin has kindly accepted the role of chairperson.

UNITED MISSION HOSPITAL TANSEN

United Mission Hospital Tansen has continued its routine curative services and preventative activities through the hospital and the Community Health Department respectively. A new programme, “New Life Psychiatric Rehab Centre” has been initiated in partnership with the Tansen Municipality in a rented house near the hospital.

The hospital also continued its training programmes: MDGP (for general practitioners), anaesthetist assistant training, Skilled Birth Attendant training, and mid-level practicum training, in collaboration with the Nick Simons Institute. The Diploma in Pastoral Healing Ministry and the paediatric nursing course also continued.

The Community Health Department (CHD) continued to run the antenatal clinic and under-five clinics, and the Nutritional Rehabilitation Centre, along with other activities, like the Health Post strengthening programme, Safer Motherhood, post-partum check-ups, the Healthy School programme, and the HIV and AIDS Awareness programme. It also coordinated with local FM radio stations, providing a regular broadcast of a health awareness programme called *Swastha Jiwan*. The Hospital organised an Open Day for the public and local stakeholders on 22 May 2013.

A big challenge for United Mission Hospital Tansen this year was the reduced number of surgeons, which is reflected in the statistics.

IMPORTANT STATISTICS:

Item	United Mission Hospital Tansen	Okhaldhunga Community Hospital
Beds	165	32
Bed Occupancy	82.79%	131.5% ¹
Out Patient Dept.	89,337	22,667
In Patient Dept.	12,217	3,614
Surgery	7,113	1,432
Delivery	1,990	844
C Section	307	72
Emergency	14,202	1,446
Total Income	NRP 209,714,911	NRP 111,637,040²
Total Expenditure	NRP 209,714,911³	NRP 99,187,502
Free Care	NRP 9,874,140	NRP 9,549,446⁴

¹ Okhaldhunga Community Hospital has only 32 beds but accommodates up to 50
² Okhaldhunga Community Hospital income includes building fund
³ Surplus was transferred to capital expenditure in United Mission Hospital Tansen
⁴ Excluding free maternity care in Okhaldhunga Community Hospital

OKHALDHUNGA COMMUNITY HOSPITAL

Okhaldhunga Community Hospital completed yet another busy year. There was adequate doctor coverage, including a senior MDGP (general practice) graduate with good surgical skills. The statistics show an increase in most activities. The free maternity care service also continued this year.

Free treatment for children under three years of age, and those weighing less than 12 kg, the Nutritional Rehabilitation Centre and the Maternal Waiting Home for high-risk expectant mothers continued, providing much-needed services for particularly vulnerable groups.

In the Public Health Unit, the hospital continued its public health work in various VDCs. All of the working VDCs have functioning Health Facility Management Committees. Prevention of domestic violence, environment/sanitation, child-to-child classes, school health education, support of Female Community Health Volunteers, community education, mobilisation of women’s groups and health education were other activities in these working areas.

The building extension project which will result in a 50-bed hospital is in progress.

The main challenge faced by the hospital was the need for a senior administrator. Transportation and communication were other challenges.

UNEXPECTED Service

United Mission Hospital Tansen’s teacher, Deborah Sherpa, usually works with children who are missing school because they are in hospital – like the boy in the photo. She was surprised, therefore, to find herself teaching young Kusal.

Kusal was in hospital because his younger sister was frequently ill. She was born with Down’s syndrome, and also had a heart condition. His mother was having treatment for tuberculosis, and his father was abroad, earning money to support the family.

When Deborah first met Kusal, his eyes were full of tears, because his mother had just been admitted to the Emergency ward. Deborah and the Pastoral Care team were able to provide him with emotional support, and keep up with his lessons as well.

Kusal’s mother improved, but sadly his sister died at just nine months. Deborah writes: “Sometimes I wonder how many children in Nepal are like Kusal. Do they get support? Are they covered with prayer? I am thankful to God for healing Kusal’s mother, and continue to pray for Kusal and children like him in this country.”



Central Services

BOARD & GOVERNANCE

The UMN Board of Trustees met two times face-to-face. Board Chair Sandy Sneddon completed his term, and was replaced by Dhanan Senathirajah. The number of Nepali Board members increased to five out of 12. A key achievement was the finalisation of a new Basis of Faith statement, following a lengthy process of consultation and review. The Board also strengthened UMN’s financial governance. A very successful General Assembly was held in May 2013, with representatives from 16 Supporting Partners attending, along with many other guests. A start was made on UMN’s Strategic Planning process.

LEADERSHIP TEAM

This year, UMN’s Leadership Team has facilitated a series of workshops in each Cluster and at the Thapathali office on the “Fullness of Life” model, helping staff to understand the model better and apply it in their work. A plan and timetable for the development of the next Five-Year Strategic Plan has been compiled.

COMMUNICATIONS AND INFORMATION TECHNOLOGY SERVICES

UMNews was refreshed with a new look, and continues to receive positive feedback. The UMN website was redesigned, and is now easier to use, more attractive and informative.

New publications for the year included *HIV and your community* and *Hand in Hand* (church resources on HIV and AIDS), *Fruit and Vegetable Processing in Nepal*, and *Preparing for Disasters*, all in Nepali language. A series of video clips were made and can be viewed on the website.

The ITS team visited each cluster, providing support and training to staff and partners, as well as continuing to support Thapathali staff.

A number of major equipment procurements were accomplished for our Programme Team and also for some partners (LED TVs for the Education Team, more efficient printers for Thapathali, Desktop and Thin Clients for Dol Vanjyang School, Dhading etc.)



HUMAN RESOURCES AND SITE MANAGEMENT

Nepali: 126 (92 male 34 female)
[126 human icons: 92 blue, 34 pink]

65 in Clusters, **61** in Thapathali
13 appointments, **14** left

Expat: 42 total, 26 visa posts (20 male 22 female)
[42 human icons: 20 blue, 22 pink]

12 in Hospitals, **1** in Cluster, **13** in Thapathali
11 appointments, **20** left

Nepali Interns: 10 (5 male 5 female)
[10 human icons: 5 blue, 5 pink]

Site Management team supported UMN events, such as UMN Bhetghat, Christmas, Learning Reviews, Board and General Assembly, and many other events and meetings. An additional vehicle was purchased for the Thapathali Office.

FUNDING AND FINANCE

A Funding Strategy has been developed with the aim to ensure that UMN is clear in where it is prioritising its search for funds and the balance of funding that it wants to work towards in order to ensure UMN is focused in its efforts.

UMN Support Trust has been registered as a charity in the UK. It will be able to receive grants for UMN’s work.

In 2012-13, UMN’s corporate deficit was fully covered by contributions from the programmes.

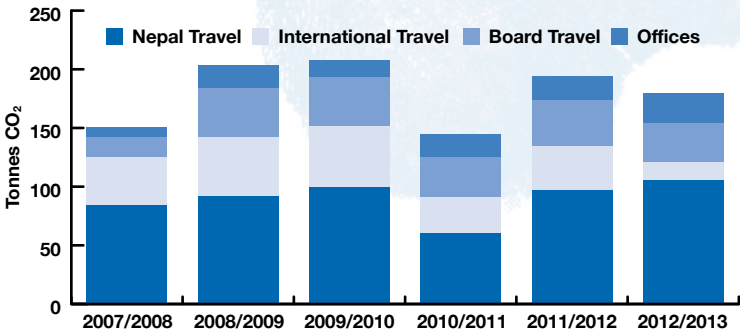
CARE FOR THE Environment

At UMN we are doing our best to operate in a way which protects the planet.

UMN CARBON FOOTPRINT

Since 2007-8, UMN has been tracking and reporting on its carbon footprint, as part of its concern for environmental sustainability.

Travel within Nepal has increased, reflecting travel to our cluster offices, partners and communities, an important part of doing our job. Vehicle travel will continue to increase as roads open in various parts of the country. Fewer staff travelled internationally this year, reducing emissions from international flights, though Board travel remains steady. The Thapathali office and cluster offices contributed slightly more this year. Rupandehi and Dhading now have generators, adding 1.4 tonnes, while the Thapathali generator produced an extra 2.2 tonnes. We expect that this will reduce next year, as our solar back-up takes effect.



OFFSETTING OUR EMISSIONS

This year, UMN has contributed from its own reserve funds to several environmental projects in order to offset its direct travel and office energy consumption. Our “C-Off” programme, initiated in Rupandehi and Nawalparasi, involved two components: installation of Improved Cooking Stoves, and tree planting.

374 Improved Cooking Stoves were installed in households, after women in literacy groups discussed the problems they had collecting firewood and working in dirty, smoky kitchens. Twelve “stove masters” were trained to make and install these clay stoves, thus receiving an additional income.

These stoves saved about 2,190 kg of timber, reducing emissions by 780 tonnes (4 tonne per stove). With the international cost of CO₂ ranging from USD 12-34 per tonne, this gives a saving ranging from USD 9,360-26,520.

In addition, women’s groups in the two districts planted 581 fruit trees on World Environment Day. Litchis, mangoes and other fruits will help trap carbon, and provide an income when the trees mature.



GOING SOLAR

With increasingly erratic mains electricity, load-shedding up to 16 hours a day, high cost of diesel and difficulties in accessing enough for our needs, keeping lights on and computers functioning at the UMN Thapathali Office has become a real challenge. Power woes are unlikely to be solved for some time, and our two generators not only emit a lot of carbon, they are also expensive to repair or replace. Solar power is cheap, clean energy, and although initial set-up is expensive, it provides reliable back-up.

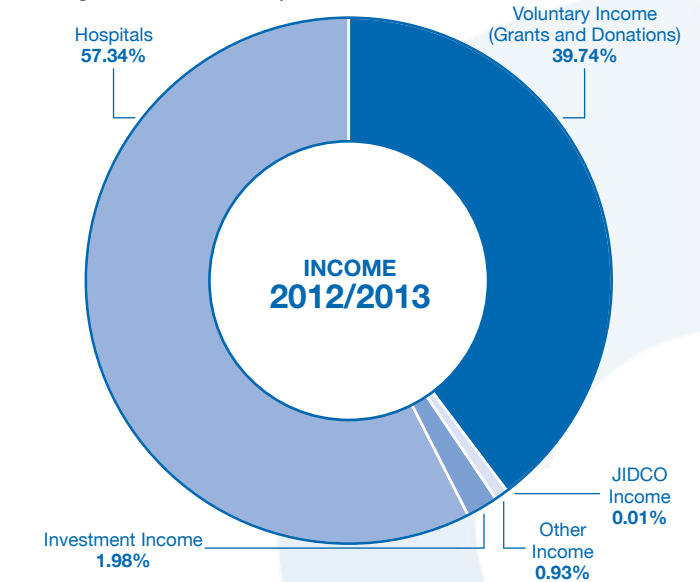
UMN has begun to install solar panels to recharge our back-up systems. Currently, two of our buildings are using solar back-up, reducing the need to run the large generator. We hope soon to turn it off completely, keeping it only for emergencies. Several of our cluster offices, Rukum, Bajhang and Doti, already use solar power to supplement local power sources.

Finance

In the year ending 15 July 2013, UMN's consolidated income was USD 6,813,502 and consolidated expenditure was USD 6,653,067. 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 a 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 6,813,502 an increase of 14.98% on the prior year (USD 5,925,850¹). The hospitals' income was USD 3,906,919, accounting for 57.34% of overall income. Grants from institutions and donations from individuals amounted to USD 2,707,629, including USD 223,561 of expatriate volunteer services.



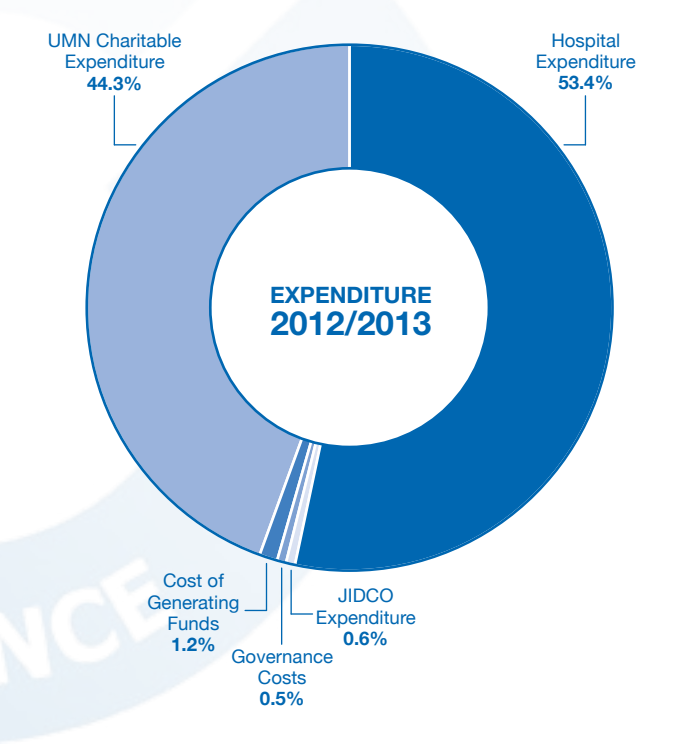
BREAKDOWN OF GRANT INCOME²

Donor	USD	%
Transform Aid International (formerly BWAA)	728,377	29.85%
Tearfund UK	351,833	14.42%
TEAR Australia	335,023	13.73%
HimalPartner	283,328	11.61%
Finnish Evangelical Lutheran Mission (FELM)	156,219	6.40%
InterAct	123,487	5.06%
Evangelischer Entwicklungsdienst e.V (EED)	79,504	3.26%
PMU InterLife	78,345	3.21%
Others	304,232	12.47%
Total Grant Income	2,440,348	100.00%

EXPENDITURE

Consolidated Expenditure was USD 6,653,067, an increase of 19.14% on the prior year (USD 5,584,137¹). The hospitals' expenditure was USD 3,552,403 accounting for 53.39% of overall expenditure. UMN charitable expenditure was USD 2,947,363 accounting for 44.30% of overall expenditure. JIDCO expenditure was USD 39,666 accounting for 0.6% of overall expenditure.

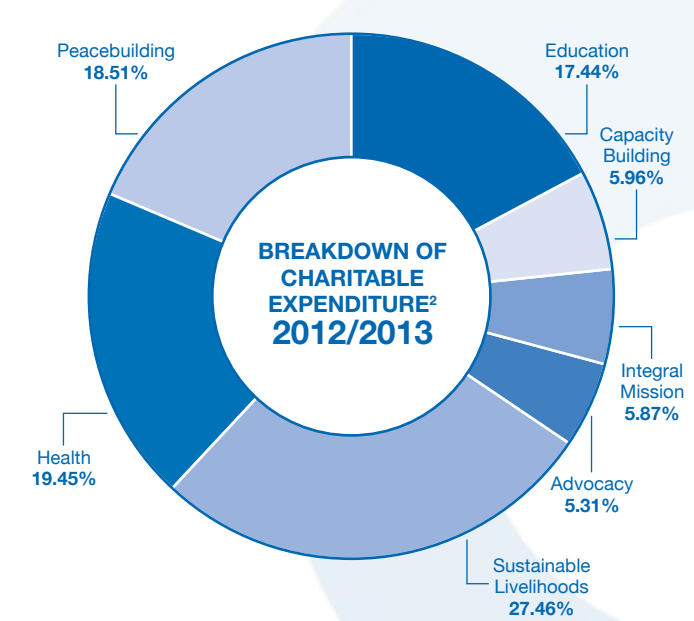
The cost of generating funds (1.19%) are the costs associated with activities to attract donors and individuals to support the work of UMN. Governance costs (0.52%) ensure that there is an adequate governance infrastructure within UMN and cover the cost of the Board, the bi-annual General Assembly, financial governance and strategic management.



Excluding Governance Cost and Cost of Generating Funds, the total charitable expenditure of UMN was USD 6,539,432 (98.29% of total expenditure) including USD 283,804 of support costs allocated in direct proportion to direct costs. No support costs were allocated to the hospitals or JIDCO.

BREAKDOWN OF CHARITABLE EXPENDITURE

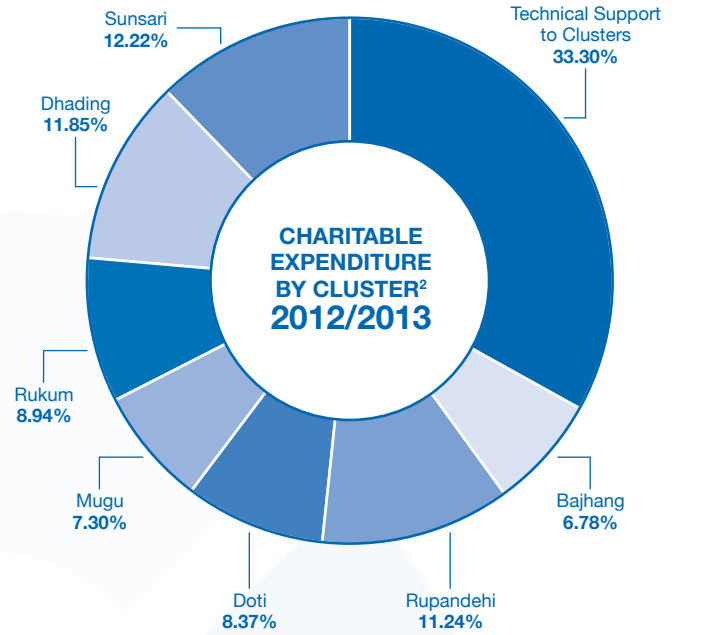
	USD	% of Total Charitable Expenditure	% of Charitable Expenditure ²
Hospitals	3,552,403	57.22%	
Sustainable Livelihoods	718,283	11.57%	27.46%
Health	508,919	8.20%	19.45%
Peacebuilding	484,140	7.80%	18.51%
Education	456,313	7.35%	17.44%
Capacity Building	155,860	2.51%	5.96%
Integral Mission	153,627	2.47%	5.87%
Advocacy	139,037	2.24%	5.31%
JIDCO	39,666	0.64%	
Total	6,208,248	100.00%	100.00%



The largest areas of work within UMN are Sustainable Livelihoods (27.46% of UMN charitable expenditure), Health (19.45%) and Peacebuilding (18.51%).

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 2012/2013 charitable expenditure of UMN (excluding the hospitals and JIDCO) is broken down by location (*top right*):

Sunsari, Dhading and Rupandehi 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.



Exchange rate: USD 1 = NRP 95.65

¹ 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
² Excluding Hospitals and JIDCO

The Board of Trustees



Dhanan Senathirajah (Chair)

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, Vision Fund, and Lanka Bible College.



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.



Henk Blom

Henk served with UMN from 1981 until 1990 in Tansen, Palpa. He has fulfilled several leadership posts in different NGOs since then. Currently, he is the director of a consultancy in Pune, India.



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). He is also the founder of a non-government organisation in Dang.



Grace Khaling

Grace is an active member of the Nepali Isai Mandali Lalitpur Church, where she serves as a deaconess, as well as in several volunteer roles. She has been working with the Asian Development Bank for the past 25 years, and has considerable work experience with other international organisations. She also serves as a Board member for other para-church organisations.



Fi McLachlan

Fi is based in Sussex, England, and has a background in social care management in both the statutory and non-profit sectors. Fi has also worked as an organisational development consultant. She is passionate about seeing the church of Jesus Christ making a real difference in the communities in which they serve.



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 International Nepal Fellowship from 1988-1996.



Joseph Shrestha

A highly respected Nepali church leader, Joseph has long experience with church and mission involvement, and has a heart for integral mission. He is currently Senior Pastor of Calvary Church, Dhangadhi, and Vice Chair of the Assemblies of God Nepal Executive Committee.



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. He has been serving as Chairman of National Churches Fellowship – Nepal for the last three years.



Alex Swarbrick

Alex is a Senior Consultant at the Roffey Park Institute, where he designs leadership development programmes, and directs the HR Business Effectiveness Programme and the Personal Effectiveness Programme. He worked in Nepal as Personnel Director for the International Nepal Fellowship for several years.



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 mainly for INF. For over 10 years he was on the Board of INF UK and of Nepal Leprosy Trust UK.



Felicity Wever Norris

Felicity is based in Sydney Australia and has a background in international aid and development. She is currently the International Programmes Coordinator for UNICEF Australia. Felicity previously worked for Baptist World Aid Australia, helping to establish UMN's Child Centred Community Development programmes.

National and Cluster Partners

NGO = Non-governmental organisation

GoN = Government of Nepal

Inst. = Institution

Coop = Cooperative

NATIONAL

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

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
Brethren In Community Welfare Society (BIC)	NGO
Community Development Forum (CDF)	NGO
National Community Development Centre (NCDC)	NGO
District Development Committee (DDC), Morang	GoN

Supporting Partners

AUSTRALIA

Transform Aid International
(formerly Baptist World Aid 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
Evangelical Lutheran Church in America, USA

MULTI-NATIONAL BODIES

Interserve

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

Barnabas Trust, UK
The Calvary Foundation, USA
Der Evangelischer Entwicklungsdienst (EED), Germany
Geneva Global, USA
INF New Zealand
Mennonite Mission Network, USA
Operation Agri, UK
Opportunity Education, USA
Presbyterian Church in Canada
Samaritan's Purse, Canada
SIM, South Africa
Swedish Pentecostal Mission (PMU Interlife), Sweden (Smyrna Church)
Swiss Friends for Mission in Nepal, Switzerland
United Methodist Church, USA

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





DOING WHAT IS RIGHT AND FAIR
PLEASES THE LORD
MORE THAN AN OFFERING.

Proverbs 21:3



Fullness of life for all, in a transformed Nepali society

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