



# Annual Report 2005 | 06



LIVING TO SERVE



यूनाइटेड मिशन टु नेपाल  
UNITED MISSION TO NEPAL

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Dear Friends and Supporters of UMN,

The past year 2005/06 was certainly a year of dramatic change in Nepal. We trust that the promises made and the directions taken will indeed begin to fulfil the hopes and dreams of the people of Nepal. In particular, we trust that real change will focus on giving poor, oppressed and marginalised people in Nepal an opportunity to have their voices heard and to reach their potential of full and fruitful lives.

Despite the unsettledness and indecision of the past year, it has been an exciting one for UMN. In July, four months early, a new five year General Agreement was signed with the Social Welfare Council. This was the first agreement UMN has had with this part of Government and it involved new processes, many meetings and much relationship building.

In December, only two weeks after our previous Agreement expired, the Project Agreement was also signed. This gives us permission to undertake work in seven different geographic areas in Nepal (Clusters), provides 60 visa posts for expatriates, as well as enables us to fulfil our commitments to the transitioning work until 2008. Although provision was made for all the visas we requested, at this time these are not gratis and this is an issue for us, as all the expatriates serving in Nepal are working here as volunteers.

Although much progress has been made during the year in the transitioning of Patan, Tansen and Okhaldhunga Hospitals, Tansen Nursing School and Butwal Technical Institute, we go into the new year still waiting for the necessary decisions and agreements from the Government of Nepal.

It has been encouraging during the year to hear stories from former UMN projects and programmes that continue to deliver services successfully, empowering communities and serving poor people. The majority of these groups hold fast to UMN's values and have been able to find the resources they need to continue to fulfil their own Mission and Vision.

Despite the security and logistic issues, we have continued building up and consolidating the work in four geographic areas: Sunsari, Dhading, Mugu and



Rupandehi (which includes Nawalparasi and Kapilvastu). We have also been able to expand the Sunsari Cluster to include Morang and open a new Cluster in Rukum. You will find details of the activities and some of the impact within this Report. Our current Strategic Plan which was due to finish in 2008 has been extended for a further two years to give us the opportunity to build up the work further and bring the timing of the Plan into line with the Agreements with the Government of Nepal.

We have undertaken a number of activities to further sharpen the corporate image of UMN. These include the introduction of corporate colours which you will see throughout this report, along with the use of specific Roman and Devanagari fonts. We held our first ever UMN-wide annual three day staff meeting giving the opportunity for all staff to learn, have fun and grow together. It is very encouraging to see that an increasing number of staff are now based outside Kathmandu.

The theme of the year was 'Living to Serve'. This was chosen by a staff member and it has given us, as an organisation, the opportunity to look further at what this means in the current context in Nepal.

We are very grateful to a large number of people without whose support the work would not continue. These include the Government of Nepal, Member Bodies of UMN, donors, both institutional and individual across the world, and the many people who faithfully pray for our work and for the people of Nepal. Supremely we are grateful to God who has been with us throughout the year leading, guiding and encouraging us. May all the glory go to Him.

*Jennie Collins*

Jennie Collins  
Executive Director



# UMN's Way of Working

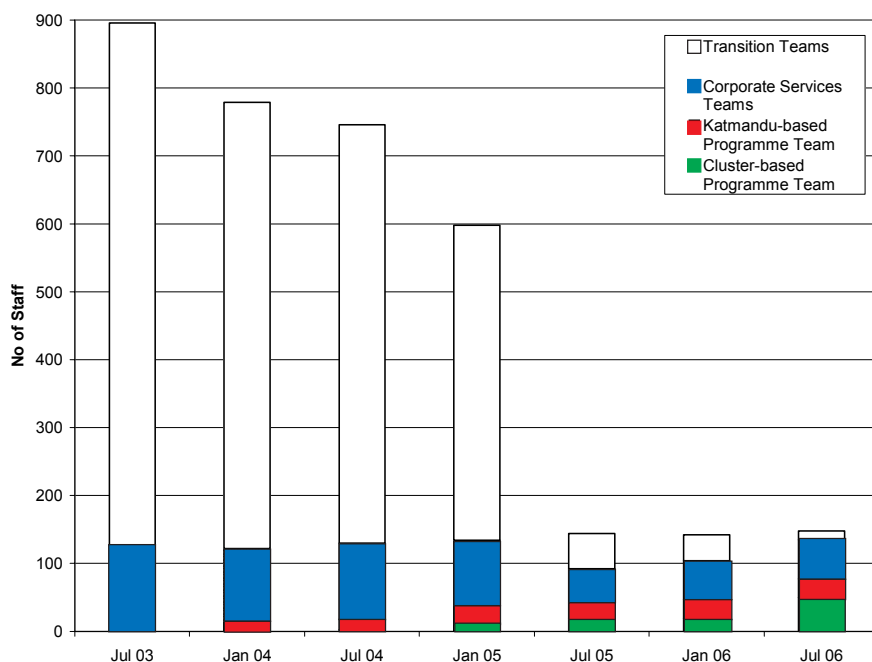


UMN has just completed the third year of a seven year Strategic Plan during which it is moving out of direct implementation and working solely through capacity building Nepali organisations.

UMN's staffing pattern over the past three years reflects the huge change that UMN has undergone from being primarily an implementing organisation to an organisation that works in a decentralised way to capacity build Nepali organisations in cluster locations.

- ◆ During the first year of UMN's Strategic Plan (2003-4), most of its human resources were dedicated to its work in transition. The large numbers of staff in transition were those working in UMN institutions, projects or programmes with carefully derived transition plans, most of which were to evolve into Nepali-managed and governed organisations.
- ◆ That same year, the Programme Team began to function. This team implements the organisation's programmes. During the first year, it primarily established policies and procedures for our new way of working, and trained and oriented staff, including the core staff for the first two clusters, Sunsari and Mugu, which were established in the middle of 2004.
- ◆ By the second year (2004-05), the transition work was bearing fruit, and Nepali organisations were being established that carried on UMN's former work.
- ◆ The abrupt drop in staffing between December 2004 and July 2005 represents the move towards autonomy of UMN hospitals and the staff becoming hospital employees rather than UMN employees. As demonstrated by the hospitals, in the majority of cases, the staff leaving UMN have remained as staff of the equivalent Nepali organisation.
- ◆ By the middle of 2005, the next two clusters, Rupandehi and Dhading, were established.
- ◆ During the year (2005-06), the transition work was further reduced, while there was significant staff growth in the clusters with the recruitment of technical staff for the older clusters, and the starting of a fifth cluster in Rukum, in May, 2006.

Staff profile with time



What do we do well?  
How can we improve?  
A partner organisation  
in Dhading ponders  
these important  
questions.



UMN begins working in a geographic area (cluster) with relationship building. It then works with interested prospective partner organisations to determine if and how they can work together. This is based on:

1. An assessment of the partner organisation's target community to determine its problems and to ensure that it is a poor community;
2. An organisational assessment of the partner organisation, to determine in which areas the partner organisation would like to be strengthened; and
3. A technical assessment of the partner organisation to determine the technical areas that need strengthening.

Following this process, the partner organisation works with UMN in action planning. A joint action plan is then written to build the capacity of the partner organisation in organisational and technical areas in order to impact on the target community. UMN endeavours to promote ownership and

to build partner organisation capacity so that sustainability is more likely.

The cluster teams consist of the cluster team leaders, technical officers in each area of work that the cluster is involved in, perhaps a technical advisor in an area of work and support staff. The cluster is further supported technically by Kathmandu-based technical advisors in each area of work.

### UMN's Strategic Directions and Areas of Work

UMN's work is guided by the following Strategic Directions:

- 1. Addressing root causes of poverty:**  
UMN focusses its efforts on addressing root causes of poverty.
- 2. Addressing injustice:**  
We are involved in advocacy that promotes justice and equity in Nepali society on behalf of the poor and the marginalised.

- 3. Peace and conflict transformation:**  
Motivated by the unique contribution of our faith-based values to peace and the restoration of hope, UMN finds ways to promote peace, reconciliation and conflict transformation in Nepal.
- 4. Disaster management:**  
UMN is involved in relief and disaster risk reduction in ways that encourage interdependent communities and do not undermine development.
- 5. Partnerships:**  
We build partnerships with organisations whose values and strategies are consistent with ours, including Non Government Organisations (NGOs), companies, institutions and local bodies.
- 6. Integral Mission:**  
UMN partners with, learns from, and builds the capacity of members of the Christian community in Nepal to broaden the expression of their faith.
- 7. Capacity Building:**  
We build the capacity of Nepali organisations to outwork their own mission and vision, and to become self-reliant.
- 8. Contributing at the national level:**  
UMN contributes to the development of national policies, priorities and strategies relevant to our Areas of Work.

Taking into consideration these Strategic Directions, the needs of Nepal, Government of Nepal priorities and the Millennium Development Goals, UMN is focussing its work in the following areas:

Advocacy	Food Security
Disaster Management	HIV/AIDS
Education	Peace and Conflict Transformation
Enterprise Development	Women and Children

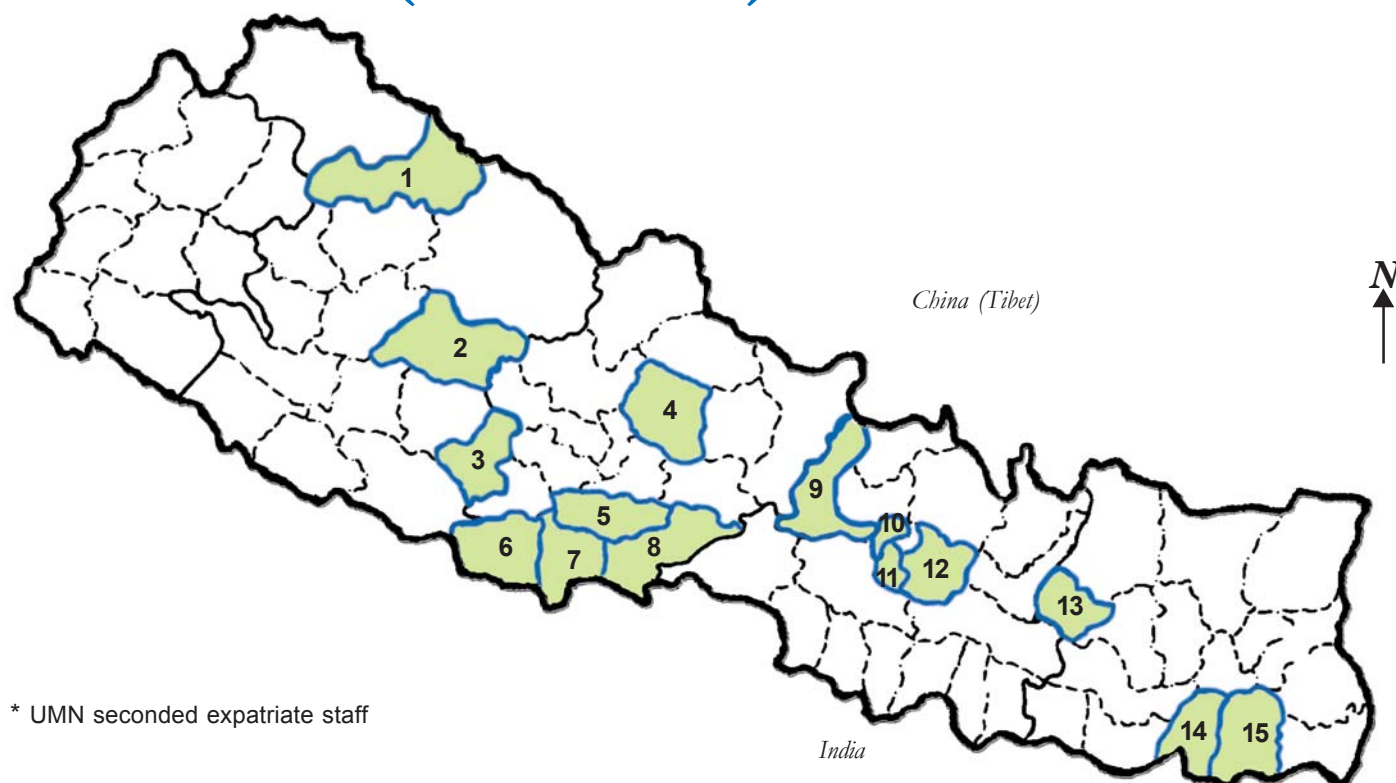


UMN is focussing in this limited number of areas of work (sectors) so that it can concentrate on building the capacity of partner organisations in these areas. Thus, UMN seeks out partner organisations that are interested in working in one or more of these areas, works with the partners, in a listening mode, to assist them to identify and address their prioritised problems.

Whereas Strategic Directions five to eight deal with *how* UMN works through partnership and capacity building, the first four Strategic Directions relate to *what* UMN does, or capacity builds others to do.



# UMN's Working Areas (2005 - 2006)



\* UMN seconded expatriate staff

## A. Current UMN-implemented Programmes, Projects and Institutions (2005-2006)

Jhimruk Industrial Development Centre Pvt. Ltd.,  
Pyuthan (3)  
United Mission Hospital, Tansen (5)  
Oral Health Programme, Kathmandu (10)  
Yala Urban Health Programme, Lalitpur (11)  
Okhaldhunga Community Hospital, Okhaldhunga (13)

## B. Current UMN Partners (in transition)

Gandaki College of Engineering and Science, Kaski\* (4)  
Tansen Nursing School, Palpa\* (5)  
Butwal Technical Institute, Rupandehi\* (7)  
Human Development and Community Services,  
Kathmandu (10)  
Patan Hospital, Lalitpur\* (11)  
Dhulikhel Medical Institute, Kavre\* (12)  
Kathmandu University, Kavre\* (12)  
Kathmandu University Medical School, Kavre\* (12)  
B.P. Koirala Institute of Health Sciences, Dharan,  
Sunsari\* (14)

## C. UMN Cluster areas

### Mugu (1)

Mugu cluster is working with eight partner organisations

### Rukum (2)

Our newest cluster (May 2006) is in the relationship-building phase

### Rupandehi (Kapilvastu, Nawalparasi) (6, 7, 8)

Rupandehi cluster is working with six partner organisations

### Dhading (9)

Dhading cluster is working with five partner organisations

### Sunsari (Morang) (14, 15)

Sunsari cluster is working with fourteen partner organisations

## D. National Partners

People, Energy and Environment Development  
Association, Kathmandu\* (10)  
Centre for Mental Health and Counselling Nepal,  
Kathmandu\* (10)  
Children at Risk Network Nepal, Kathmandu (10)

# Clusters

Following extensive research and consultation, UMN identified and began to work in specific geographic locations across Nepal called 'Clusters'





# Mugu



**The challenges of a scattered population, isolated from neighbours by steep valleys and few bridges, are huge.**

**M**ugu district, famous for Rara Lake, described as the biggest and most beautiful lake in the country, has the lowest Human Development Index in Nepal. The challenges of a scattered population, isolated from neighbours by steep valleys and few bridges, are huge. Because of the steepness of the hillsides and de-forestation, the district is especially vulnerable to landslides.

A new cluster team leader, Jeevan Karki, was appointed in January 2006. The team expanded with the appointment of an education advisor who works closely with the education officer. This was the second year for the Mugu cluster and was a year of significant increase in partners, all of whom had skills built in key areas of peace and conflict transformation as well as food security.

Partners now understand the value of organisational capacity building as three

have been able to access grants for specific activities from one French and one Swiss INGO. As partners grow in confidence and experience, they have been encouraged to concentrate on the Soru belt where there is greatest need and fewer local organisations.

UMN recognises the value of integration between the different areas of work. This was demonstrated in the preparation of proposals for donors focussing on how the integration of education and development addresses root causes of poverty. Training materials for the semi-literate were most effective as discussion tools.

The District Health Office worked with the UMN cluster and technical team staff to facilitate participatory needs assessment both in the district hospital and the health post at Dhunedhara. An appreciative inquiry approach was used and in both

S.N.	PARTNER	AREAS OF WORK
1	Rinimokshya Samaj Sudhar Kendra (RSSK)	Advocacy: Food Security: Women and Children
2	Gramin Samudayik Sanstha (GSS)	Food Security
3	Nepal Dalit Development Forum (NDDF)	Education: Food Security
4	Chhanyachhetra Community Development Centre (CCDC)	Advocacy: Peace & Conflict Transformation: Education: Food Security
5	Malika Community Development Centre (MCDC)	Food Security
6	Mahakali Higher Secondary School (MHSS)	Advocacy: Education
7	District Health Office: District Hospital and Dhunedhara Health Post	Women and Children
8	Nepal Red Cross Society Mugu District Chapter	Disaster Management

## A Handful of Grain

Mugu district is one of the poorest and most remote districts in Nepal where most families only manage to grow enough food for six months of the year. Yet groups of families in Mugu district have joined together to put aside a handful of grain daily. Started by the Mugu Chapter of the Nepal Red Cross, the Muthi Daan 'donate a handful' initiative is part of a programme to prepare for and guard against disasters. Mugu is susceptible to several man-made and natural disaster hazards including epidemics, drought, fire, storms, floods, landslides and earthquakes. The impact of these hazards has been worsened by conflict which has displaced people from their homes in the district. The Muthi Daan groups are trained by the Red Cross in disaster preparedness and response and how to operate the Muthi Daan programme. They meet monthly or bi-weekly to support each other, share information and pool their meagre resources. Most of the grain is either wheat or millet. The richer families put aside some beans too.

Each village is given a tin barrel where the grain is stored and to date a remarkable 1,100 kg of grain has been collected.

All grain collected by the households is stored until the time of the next harvest, when it is sold and the funds raised kept in a bank account as an emergency fund - currently amounting to NRs 21,575.

The emergency grain fund has been used to help member families who lost their house and property to fire, others who were robbed of everything and still others who lost their standing crops in a deluge of hailstones the size of marbles. One group has even sent donations to support other villagers, who are not members of their group, and thus the idea has caught on and grown from 5 to 13 groups. Mugu communities have realised that even the poor can prepare



for disasters. "The handful of grain programme is a success because it is about the poor helping and supporting each other" says Tilak Malla the president of Mugu Red Cross.

places there was an exciting community response. The district hospital ensured that water and telephone lines were restored and gave money for landslide mitigation. At the health post a new staff position of Auxiliary Nurse Midwife was filled, and funds were secured locally for her salary.

RSSK, a UMN partner, works in the VDC where the health post is situated and works with members of the community to ensure that its concerns and issues are discussed with the District Public Health Office. RSSK now has one member on the health post management committee and has appointed one of their staff to work with women and children in the

community. One intervention is supporting Traditional Birth Attendants through regular skill development trainings. These women are respected and trusted in their own communities and so are in an ideal position to advocate for quicker decisions about seeking help during pregnancy or at the time of delivery.

The Nepal Red Cross Society Mugu District Chapter is working with UMN on disaster preparedness and mitigation.

NDDF is now fully implementing the Dalit (low caste) Girls' Scholarship Programme. This is addressing the drop out rate, especially of dalit girls, after



A young woman confidently stands before a large audience and sings the song she has written about the benefits of education. A Dalit girl smiles widely as she is congratulated on coming first in the whole of her year (class seven). A disabled girl's eyes shine as she limps over and laughingly practices some English that she learnt during her recent training course. Late in the evening when the day's work is done and the stars are already out, a group sits in a circle on the roof. Young teenage girls nudge each other, look at the picture flip chart, and join in the discussion about what parents' responsibilities are...

3 years of schooling. After action planning this year with the UMN technical advocacy officer, NDDF are working on various specific approaches including a local rally.

The work of various partners in both the formal and non-formal education sector led to the establishment of an informal inclusive network. This has members from government offices and NGOs working in education. These include early learning centres, higher secondary level and the non-formal education sector. This should prevent duplication, encourage best practices and ensure open sharing of lessons learnt. One lesson learnt was the value of Parenting Education which 13 CCDC NFE (non-formal education) centres included in their NFE classes. For marginalised farmers the loss of their children's contribution of carrying water, cutting fodder, collecting wood, caring for livestock so they can attend school puts huge strain on the parents. So sensitising the parents to the importance of education is crucial.

MHSS had a 5% improvement in its students' school leaving certificate exam results this year and is excited at the increased responsibility the school management committee is taking following

action planning with UMN. On-going training, coaching and encouragement are needed for the full utilisation of the equipment and books provided.

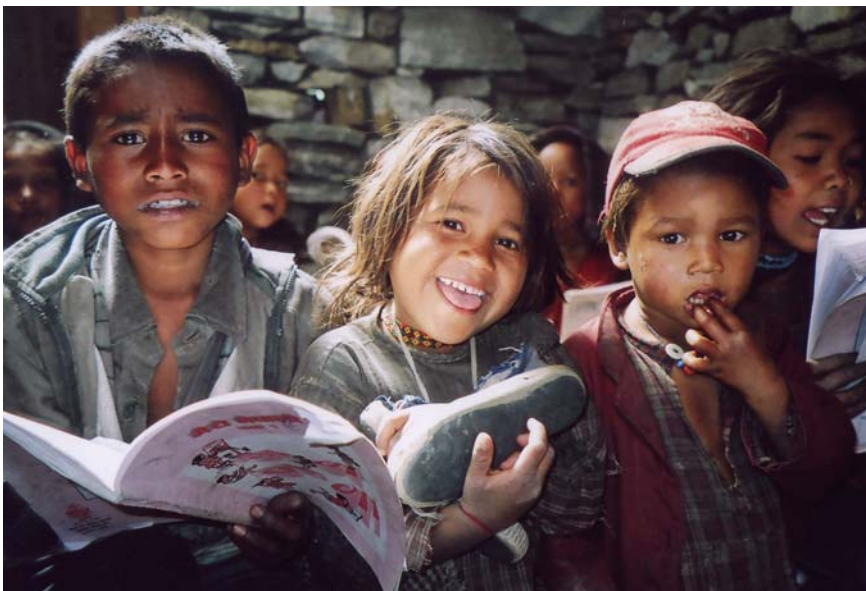
The District Hospital staff have received training in disability identification and simple intervention and the hospital has set up a disability register so that corrective interventions can be planned and facilitated.

Both MCDC and CCDC have finalised food security operational plans for the whole of the two VDCs in which they work, whilst GSS and RSSK implemented short-term food security micro-projects to combat the winter drought and acute food insecurity. All this working together resulted in the establishment of a loose food security network amongst UMN partners which is a valuable sharing forum for ideas and resources.

Two small Christian groups are working in gaining understanding of integral mission. Members participated in a variety of technical and organisational capacity building activities with other cluster partners and are in the process of registering a small NGO.

Mugu is inaccessible, has a challenging terrain and very limited land for cultivation. It is estimated up to 50% of the population live and work outside of the district. Those who stay have some of the highest maternal, neonatal and infant mortality rates in the country. The Mugu team partners are learning new and effective ways to serve their community. The cluster team leader facilitated the establishment of a network of INGOs and NGOs working in Mugu district. This was initially for them to speak with one voice when invited to political meetings. It now ensures there is no duplication of activities and that the hardest to reach do indeed benefit and that best practices are shared.

**Learning to read opens up opportunities for children in Mugu.**



# Rukum



Situated in the Mahabharat mountain range in mid-western Nepal, Rukum District climbs from 600 to 6000 metres at its northern tip. The steep hillsides, deep valleys and poor road communication system make it one of the less developed districts in Nepal.

In May 2006 the Programme Team Director led the core team of six staff to Rukum to establish the fifth cluster. The team faced many challenges as it began working in a district that was known for insurgency activities and where there are a limited number of local organisations.

Situated in the Mahabharat mountain range in mid-western Nepal, Rukum District climbs from 600 to 6000 metres at its northern tip. The steep hillsides, deep valleys and poor road communication system make it one of the less developed districts in Nepal. Rice and maize crops are not supported by the climate or terrain so barley, wheat and potatoes are the main crops. Almost 90% of the population are engaged in

Bringing the community together is an important first step.

agriculture. Each year crop production is increasing faster than population growth but there is still a serious food deficit in the north-east. Environmental scanning highlighted that the greatest need was for the production and distribution of high quality vegetable seeds. The parts of the district where the need was greatest had the fewest local organisations and these organisations were concentrating on social issues and advocacy. The major challenge is the integration of food security issues with the current concerns of women's empowerment.

The District Health Officer is committed to improving the overall health status and his main concerns are prevention of disease as well as some support for the grass roots health workers, the Female Community Health Volunteers. These women are the backbone of interventions for women and children. The cluster is planning to partner with the District Health Office, working with them on some of these issues.

Where parents believe education is of greater long-term value than watching the goats and cutting firewood, children leap up and down the hills, swinging their bags of books to get to school. For those privileged to go to school, household jobs still have to be fitted around homework. The current literacy rate is estimated to be 39% but only 25% in the dalit (low caste) communities. Last year, of the 1260 young people in the district who took the school leaving certificate, only 277 passed.





## Rati Buda



Rati Buda, 24 is a married woman who lives in Simli Village Development Committee (VDC), Rukum. Her husband left for India a few years ago to find employment. She gets up at around 4 o'clock in the morning does all the household work and it is not until 8 o'clock in the evening that she gets to bed. She looks after the family's goats, buffaloes and oxen and sells their products to get some income for the household expenses. Rati was 14 years old when she got married. She gave birth to her 1<sup>st</sup> child at the age of 16, her 2<sup>nd</sup> child at the age of 19, and the 3<sup>rd</sup> at 20. At the age of 22, she had a still birth after she fell while grazing the livestock. She was 9 months pregnant then. At the time of all these births, she was alone in the house with no one to assist her during delivery. Rati had never heard of traditional birth attendants because deliveries in her community are usually assisted by relatives and in-laws. There is a sub health post in her VDC but it takes about 2 hours to get there. UMN Rukum is closely working with the District Health Office to envisage ways of improving access and quality of health care services for women such as Rati in this remote and difficult area.

The cluster team has had discussions with the District Education Office and hopes to be working with them in the formal and non-formal sectors.

The cluster team is led by Prakash Raj Bagale, who had valuable experience leading the team in Dhading. The team has been building relationships, acquainting themselves with the people of Rukum as well as the district officials and local organisations. Technical advisors from Kathmandu have supported the team in this by visiting, sharing in the discussion, by listening and the exploring options.

There is a sense of anticipation and excitement as the team identify how they will serve the people of this district. Through partnerships they will enable the local communities to effectively prevent and minimise the risks of landslides which come each year in the monsoon. Many families have sons, brothers, husbands and fathers who have been part of the insurgency and other family members in the army or police. All are beginning to learn how to live at peace and the cluster team is learning about reconciliation.

A good relationship has been established with the local church and the political situation now enables free movement throughout the district so there will be opportunities to share about integral mission in the coming year.

Early in the new year there will be an Introduction Programme for local government, INGO and national NGO staff. Orientation Workshops will be held for some of the 25 local NGOs, cooperatives, federations and schools the team has come to know. Partner identification and selection will then proceed with speed. The setting up of the cluster has followed a slightly different pattern from the others as UMN applies the lessons it is learning.

# Rupandehi



The Mahendra Highway passes through all three districts of Kapilvastu, Rupandehi and Nawalparasi. It is a main route which brings supplies to the Kathmandu valley and Pokhara. Along it migrant workers travel on their way to seasonal jobs in India.

The core team led by Balkumari Pun, moved into Rupandehi cluster in mid-2005 and immediately recruited one technical officer in the women and children area of work as UMN agreed to partner the District Health Office and work with them in the area of safe motherhood. Rupandehi cluster facilitated participatory needs assessments in one Primary Health Care Centre (PHCC) and one Health Post (HP) using the appreciative inquiry method. Three government staff received additional training and the communities around the HP are taking a keen interest in all the changes in attitude of staff and service provided. They are participating in the local management committee and feel they are now in a position to ensure the local community is served by the health facility and that the poorest in the community are the key beneficiaries.

Rupandehi is also UMN's first multi-district cluster and one cross-district Christian community meeting was much appreciated. Local Christian groups are in the process of registering as NGOs and the Rupandehi cluster team worked with them in clarification of their mission and vision statements. They desire to show the love of Christ to their neighbours and practically serve them in His name.

The Mahendra Highway passes through all three districts of Kapilvastu, Rupandehi and Nawalparasi. It is a main route which brings supplies to the Kathmandu Valley and Pokhara. Along it migrant workers travel on their way to seasonal jobs in India. In the small and larger towns along the highway there is a high incidence of people with HIV/AIDS. This challenge is being addressed in the easy to reach

S.N.	PARTNER	AREAS OF WORK
1	Gramin Mahila Uddham Sahakari Sanstha Ltd. (GMUSSL)	Advocacy: Enterprise Development
2	Nepal Aabinas Social Service Organisation (NASSO)	Enterprise Development: Women and Children
3	Sungabha Community Development Centre (SCDC)	HIV/AIDS: Peace & Conflict Transformation: Enterprise Development
4	Sunawal Community Development Centre (SCDC)	HIV/AIDS: Women and Children
5	Siddhartha Samudayik Bikash Kendra (SSBK)	Advocacy: Enterprise Development
6	District Public Health Office	Women and Children



## HIV/AIDS in the Himalayas

A group of friends were frustrated and angry with the fraudulent teacher selection committee in their region of Nawalparasi and decided to start a social action organisation to speak out against the issues of injustice in their community.

Sunwal  
Community  
Development

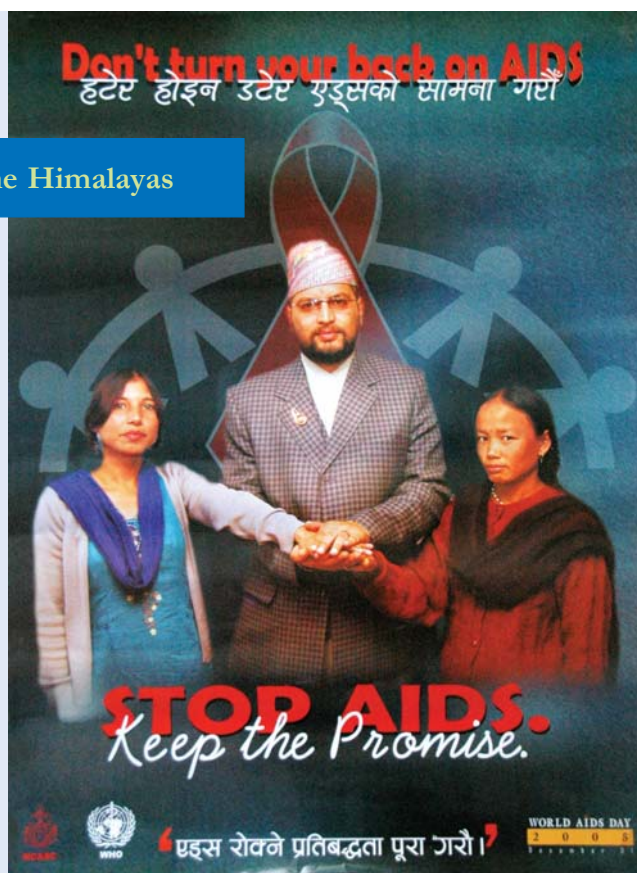
Centre (SCDC) was consequently formed to raise advocacy on issues like the discriminating caste and gender system, disability, poverty, food security, enterprise and HIV/AIDS which was a growing concern.

The current UNAIDS statistics reveal that there are about 75,000 people living with HIV/AIDS in Nepal and since 1997, HIV infection has been increasing alarmingly among injecting drug users and female sex workers.

In the eastern and central regions, the prevalence among the sexually transmitted disease (STD) patients remains less than 0.5%, however several vulnerability factors exist that can likely worsen the epidemic including high rate of male migration, prostitution, poverty, low socio-economic status of women, and illicit drug trafficking.

Rupandehi district borders India which allows for free entry and exit across the border. Consequently, there are increasing numbers of Nepalese female sex workers and young male Nepalese workers who have been infected with HIV in India, and who have or will be returning to Nepal.

Latest estimates show that there are more than 5 million people living with HIV/AIDS in India.



groups but those from the southern belt and the hills are largely untouched. Ignorance leads to fear and discrimination. The Rupandehi cluster is encouraging partners to become active members of district level AIDS networks and to focus on the unreached areas.

UMN partner Sunawal CDC was aware of the HIV/AIDS challenge for years and successfully implemented various programmes on behalf of other NGOs. It is now defining its own target group and deciding exactly whom it wishes to serve. Is it the adolescents of the villages, the construction labourers or the forest dwellers who are traditionally hunters and gatherers? With support from UMN Kathmandu advisors, the cluster team conducted participatory organisational and technical assessment (POTA) and action planning with the executive committee and community representatives. Sunawal CDC are committed to providing scholarships for children of those people living with HIV/AIDS.

The tragic deaths of Nepali migrant workers in Iraq in 2004 led to an unusual outburst of communal conflict and the Sungabha CDC as a mixed faith organisation was involved in mediation between groups in their own VDC. They felt ill equipped but were thrilled at this opportunity to serve as peace makers. They have worked with those with disability, understand about discrimination and are keen to use their expertise for awareness-raising and developing peer educators for HIV/AIDS. They plan to establish a scholarship programme for disabled children and those affected by HIV/AIDS. With UMN's support they will also coach facilitators of the women's literacy groups amongst their target community. Action planning is being supported by the Kathmandu-based technical advisors.

GMUSSL focussed on savings and credit group formation so they could mobilise income for loans. Their production of local snacks was partly successful but they are seeking UMN support for developing this further. The women are

committed to stand against oppression and demonstrate this within their own group by actually attending meetings, trainings and bringing about small changes in their own community.

NASSO is a faith-based organisation which has two key approaches. One is an orphanage and the other is group formation amongst the dalits and marginalised with a revolving fund. Group members can access capital for small income generating interventions. They are expecting their partnership with UMN will enable them to expand this work. They want to increase their skill

in enterprise development facilitation so that many new groups can be formed. Recognising the value of literacy, they plan to run educational activities and set up a scholarship programme for orphan and marginalised children.

The Rupandehi cluster is now up to full staff strength with one officer in each of the selected areas of work. Partners are completing their organisational assessments and are ready for action planning with support from Kathmandu-based technical advisors, and then full partnership with UMN.

Some problems and lots of discussion – an organisational assessment game in Rupandehi.





# Dhading



**Dhading district stretches from the Chinese border to the Mahabharat mountains and has a rich ethnic mix of people with diverse life-styles and languages.**

**T**he core team moved into Dhading in July 2005 with great expectations and worked hard to complete an environmental scan as well as orientation programmes for prospective partners. They were supported in this by regular visits from Kathmandu-based advisors. The team recruited additional staff so that by the end of the year there was an officer for all the selected areas of work as well as a food security advisor. The team leader was transferred to start the Rukum cluster and a new team leader (Saraswati Pandey) recruited mid-year.

Relationship building and selection of initial partners was very challenging for the team. Their desire was to serve the people in greatest need - those who are dalits or living in areas of greatest food insecurity, children who break stones for a living and those working in the tea shops and cafes on the Kathmandu-Pokhara highway. Dhading district stretches from the Chinese border to the Mahabharat mountains and has a rich ethnic mix of people with diverse life-styles and languages. After a participatory selection

of initial partners the team conducted organisational and technical assessment with each organisation. This was strongly supported by Kathmandu-based advisors. Individual action planning with each organisation was the next step. At this a series of specific activities were agreed. These will build both the organisational and technical capacity of the partners so that they will be able to empower their target groups to meet their basic needs.

With several years of experience in income generation skill training, CIRDS is frustrated that often those who receive training are still unable to actually make enough money to sustain their family. They also wish to serve the Chepang forest gatherers and hunters, but this is not being fulfilled as they had hoped. They are now working with UMN to identify the real problems of each community and look for ways to address them.

Through links with the national Dalit Welfare Organisation, the Dhading cluster supported members to obtain citizenship certificates and access scholarships.

S.N.	PARTNER	AREAS OF WORK
1	Chandrajyoti Integrated Rural Development Society (CIRDS)	HIV/AIDS: Enterprise Development
2	Dalit Welfare Organisation (DWO)	Advocacy: Education
3	Jagatjyoti Community Development Society (JCDS)	Food Security: Women and Children
4	Nari Jagaran Kendra (NJK)	HIV/AIDS: Women and Children
5	Small Farmers Cooperative Federation (SFCF)	Food Security: Enterprise Development

DWO raised awareness in cases of discrimination and sent congratulations to all couples who made inter-caste marriages. It had a catalyst role but now the young people who are the enthusiastic core of this organisation are looking to UMN to work with them and develop their skills. This will enable them to play a more pro-active role in the district and allow their advocacy work to affect the powerful and bring changes in local structures.

## Pancha Tamang



Pancha Tamang like so many people in Nepal faced a hand to mouth existence. Each day she had to struggle to find enough to live on but that changed when she became a member of the Kebabpur Small Farmers Women's Cooperative in Dhading. Sending her children to school had been a dream. After joining the cooperative she borrowed a loan of NRs. 1600 (about US\$ 22) from the credit scheme and bought two young goats. These two goats soon gave birth and within a year, Pancha was able to hand over one goat to the next farmer according to the rules of the programme. As the owner of five goats, Pancha and her family had a source of income. With her confidence built she borrowed another loan from the cooperative and bought a buffalo. This venture also became profitable. Today, Pancha's five children are all in school. UMN is partnering with Kebabpur Small Farmers Women's Cooperative, building their technical capacity to transform the lives of people like Pancha Tamang.

JCDS began its existence as a youth club when local young people wanted to serve their village. They have implemented a variety of activities on behalf of INGOs but it is UMN that challenged them to decide whom they wish to serve – not just accept whatever the INGO suggests but to identify the truly needy in their own immediate village communities.

During several years of working closely with the District Education Office, NJK implemented a variety of education and health related activities amongst adolescents and young women. At the time of the organisational and technical assessment with the executive committee and representatives from some of the women's groups, the women talked about their practical understanding of HIV/AIDS. Fifty percent of those present knew someone infected or a family where there had been an AIDS death in the last 12 months. Dhading, like so many other districts, is unable to provide sufficient employment, so men migrate for seasonal work, usually to India, and return home for the festivals. NJK is currently planning interventions and thinking of how, with UMN, it will be able to begin providing care and support for the affected families as well as the infected individuals.

The presence of the Pokhara-Kathmandu highway means that farm produce which reaches the road can get to markets in the capital. SFCF is an umbrella organisation working in 18 Village Development Committee (VDC) areas where 50% of all households are members of its saving and credit groups. They can take loans and access some capacity building activities. Through working with UMN and using the Core Situational Assessment tool they have identified in which VDCs the groups are most disadvantaged and begun problem tree analysis and action planning with them. In this very practical way UMN is significantly contributing to SFCF's purpose of serving the small farmers of Dhading.

In northern Dhading there is a significant Christian community and the cluster is building relationships with some of these groups.

# Sunsari



Sunsari is a typical terai district with the east-west highway passing through it. It is densely populated and in the southern part has a mobile population. The villagers are vulnerable to cross border raids when crops and cattle are stolen and women abused.

**S**unsari cluster completed its second year under the leadership of Arjun Pandey. It is increasing in confidence after many lessons learnt in the previous year. Sunsari is a typical terai (lowland) district with the east-west highway passing through it. It is densely populated and in the southern part has a mobile population. The villagers are vulnerable to cross border raids when crops and cattle are stolen and women abused.

During the annual partner review workshop most of the organisations shared that through partnership with UMN they recognised they had been project orientated, only able to implement 'ready made' activities for other organisations. Now they have a greater sense of their own identity and they are learning how to make realistic plans to achieve their own goals and objectives to work effectively with the poor and marginalised.

S.N.	PARTNER	AREAS OF WORK
1	Ramganj Yuba Club (RYC)	Enterprise Development: Women and Children
2	Nepal Chelibeti Apanga Mahila Sangh (NCAMS)	Education: Women and Children
3	Sewa Bachat Tatha Rin Sahakari Sangstha Ltd. (SBTHSS)	Enterprise Development: Women and Children
4	Nawa Jeevan Samaj Sewa (NJSS)	HIV/AIDS
5	Sahabhagi Parichalan Kendra (SPK)	Enterprise Development
6	Chandra Mukhi Club (CMC)	Education
7	Jana Chetana Samuha (JCS)	Advocacy: Education: Women and Children
8	Sundar Samaj Nirman Samuha (SSNS)	Women and Children
9	Multi-Purpose Rural Development Centre (MRDC)	Education: Women and Children
10	Sunsari District Hospital (SDH)	Women and Children
11	Purwanchal Gyanchakshu Bidhyalaya (PGB)	Education
12	KYC Punar Jiwan Kendra (KPJK)	HIV/AIDS
13	Bhadgaun Sinwari Higher Secondary School (BSHSS)	Education
14	Sharada Higher Secondary School (SHSS)	Education



The routine use of problem tree and stakeholder analysis during action planning gives partners confidence as they understand more clearly what issues need to be addressed.

As a direct result of participatory assessment with UMN, SSNS began to make changes to their community health clinic and to pay their staff regularly.

Another partner, SEWA, became increasingly committed to enterprise development and continues to invest financially in building the capacity of its members. After carefully listening to the members and setting criteria for selection, all those who attended an orientation workshop on vegetable farming quickly began to make a profit. This is in strong contrast with partner RYC where the first muda (small stool) making training had not addressed all the community issues like access to raw materials, how to identify and access a market and how to use money earned. The whole community group learned from the experience and a second training was conducted which was much broader

based, including cost calculation and deciding when and where to sell. Simple interventions like this empowered marginalised people in both organisations not to sell at a loss vegetables or items they made. The enterprise development lead technical advisor is working with the enterprise development officer and the whole team to facilitate this process.

Understanding of integral mission has increased in Sunsari through partnership with NJSS, a local faith-based NGO which represents eight Christian groups. With the support of the cluster, NJSS facilitated two integral mission workshops, one specifically for Christian community leaders and the other specifically for women leaders. These focussed on people's physical and social as well as spiritual needs.

The 63 participants, from all over east Nepal, returned to their churches committed to challenging them to demonstrate the love of Christ to their neighbours and local communities through active involvement in their daily lives.

Healthy cabbages will lead to a healthier income for Phul Kumari Chaudhary's family in Sunsari.



## Breaking Barriers

On this hot summer day in a tin roofed building, the place was packed and filled with eager and enthusiastic participants. They had all gathered to attend a Participatory Organisational and Technical Assessment workshop (POTA)



at Bhadgaun Sinubari Higher Secondary School, Jhumka, in Sunsari. There was a diversity of participants who included teachers, guardians, local educationalists, social activists, district education officers and disadvantaged group representatives. Despite some initial concerns from a participant about the workshop and its effectiveness, the participants were asked to set aside their misgivings and together for three days share their diverse experiences, knowledge, skills and ideas. The sharing of experiences, feelings and the vision among the participants helped them to get the real picture of the school and the picture became a key guideline for future action planning. This also assisted them to have a common understanding and strengthen their mutual trust as well as develop a sense of open discussion in a friendly way.

With another partner, RYC, it was involved in developing HIV/AIDS adolescent peer educators who can share life skills as well as information on sexually transmitted infections with young people in the schools, colleges, communities and other groups.

A group of five church leaders took an additional training so they can understand and support the young people adequately. This resulted in breaking down barriers and misconceptions about the disease for over 1000 families.

Resourcing remains a key issue for NGOs which is why four partners gained skill in writing proposals for funding in their selected areas of work. The challenge is for these to be acceptable to a donor. One partner received a good contract from another INGO to implement

a specific programme and thus earned enough money to continue its programme with its own target group. External funding is needed but Sunsari partners are also contributing significant resources towards their own development by providing snacks, stationery, meeting rooms and by not taking any payment for attending trainings. This is a clear demonstration of their commitment to serve their community and not benefit from them.

In all clusters there were some constraints as activities need to be planned around both the season calendar and school/ college examination schedules. In addition, disruptions due to unplanned incidents throughout the year were commonplace due to the unstable socio-political situation. Despite this, huge progress was made with all partner organisations.



# UMN's National Impact



With a move to working entirely through partners, and focussing on 8 areas of work in 5 geographic cluster areas, UMN's ways of contributing nationally have also changed.

UMN has a long history of contributing to Nepal nationally, both at the formal Government of Nepal level and at the community level. With move to working entirely through partners and focussing on 8 areas of work in 5 geographic cluster areas, UMN's ways of contributing nationally have also changed.

This is now primarily done in two ways – by working directly with government or other national institutions, and by bringing our grassroots learning and information into the central level, thus influencing policy with the intention of making the policy more relevant and appropriate.

In the year 2005-2006, in the area of health, UMN has been heavily involved in safe motherhood work. As a member of

the Safe Motherhood Sub-Committee (SMSC), UMN has participated in discussions and decisions relating to issues in maternal, neonatal and child health. UMN's grassroots (cluster) level experiences were brought to these forums and this made significant impact and specific contribution towards:

- ◆ The development of a National Safe Motherhood and Neonatal Health long term plan (1997-2017)
- ◆ A Minimum Maternal/Neonatal Health (MNH) Package
- ◆ MNH needs assessment tools
- ◆ Skilled birth attendant policy and strategy
- ◆ Standardisation of MNH messages

With mother's care and treatment at the District Hospital supported by UMN, this little boy has a good chance of recovery.







**Off to school. Better educational opportunities open up choices for these Dhading school boys.**

UMN also developed a monitoring system for the functioning of the health system in a conflict situation, based on government information systems.

By supporting the Dhulikhel Medical Institute (part of Kathmandu University) with a physiotherapy tutor and the Course in Charge, UMN has contributed to the success of the only formal physiotherapy training in Nepal.

In the field of education UMN is working with UNESCO to develop Community Learning Centres (CLCs), thus helping to build up a Non-Formal Education (NFE) programme for disadvantaged people, including the internally displaced. UMN is working with the District Education offices to strengthen and promote CLCs as a vital link between basic literacy and continuing education at the community level. In Mugu, a CLC has been registered in the District Administration Office with UMN support and other clusters are also exploring the possibility of partnering with already existing CLCs.

UMN is working closely with Education Network Nepal (ENN) and Forum for Distance Education and Open Learning to develop a common understanding of the need for Open and Distance Learning

(ODL) in Nepal. Without access to alternative forms of education, including quality ODL opportunities, it is not possible to achieve the Millennium Development Goal of "education for all" in Nepal.

UMN and Educational Resource Development Centre (ERDCN) are working jointly with Handicap International to integrate disability-related materials into the national NFE curriculum. ERDCN and UMN have also developed a wide variety of education related materials for use in different parts of the education sector in Nepal. Topics include: school governance, child centred learning materials, peace education, integration of the disabled, and the right to education.

UMN also partners with organisations outside cluster areas if by so doing they make a national contribution in an area of work, or if they help UMN's cluster work. Currently UMN has three such National Partners - Children at Risk Network Nepal (CARNet-Nepal) is a faith-based NGO working with children at risk. UMN has worked with CARNet to develop a Child Protection Policy for use in children's homes.

UMN is also a member of Peace Initiatives in South Asia (PISA) and Regional Inter Agency Partnership (RIAP) which are regional level networks. UMN staff have attended regional PISA consultations in nearby countries, talking about the conflict situation in Nepal and advocating for peace in the region.

As a member of the World Food Programme coordination committee, UMN has contributed to the coordination of food supplies to food-deficient areas.

UMN has also been able to contribute its practical experience in the development of the National HIV/AIDS Strategy (2007-2011).

As work in the outlying regions of Nepal continues to grow, UMN looks forward to bringing this grassroots learning to the national arena, to guide and enhance the formation of national policies and guidelines, and to make impacts that are felt widely.



2005 - 2006



**\*April 2006** - Demonstrators on the streets of Kathmandu demand the King hand political power back to the people



**April 2006** - UMN staff join a peaceful demonstration



**\*April 2006** - King Gyanendra announces that he will hand over political power to the people's movement



**April 2006** - Crowds celebrate the King's announcement



**\*June 2006** - The Maoist political party makes its first public appearance



**August 2006** - Long queues for petroleum - one of the results of months of unrest

(\*Photo source: [www.nepalnews.com](http://www.nepalnews.com) and Mercantile Communications Pvt. Ltd.)



# in Pictures



General Agreement signing between UMN and the Social Welfare Council



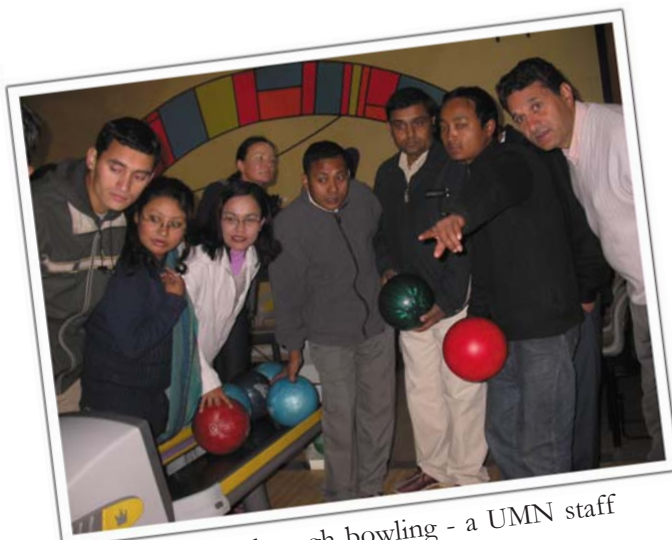
2006 Spring Concert at UMN Headquarters in Thapathali, Kathmandu



UMN contributes to an International NGO exhibition, graced by Princess Himani



We're connected! The Programme Team link up at a Learning Review



Team building through bowling - a UMN staff activity



# Transition



Many of the projects and programmes directly run by UMN were handed over to local organisations by July 2005 and are now running independently and effectively.

**M**any of the projects and programmes directly run by UMN were handed over to local organisations by July 2005 and are now running independently and effectively. These are **Centre for Mental Health and Counselling, Sakriya Sewa Samaj, and Education Resource Development Centre-Nepal.**

Only two directly implemented programmes continued this year – **Yala Urban Health Programme (YUHP)** and the **Oral Health Programme (OHP)**. YUHP completed its 9 year programme in July 2006 and successfully handed over the ongoing responsibilities of urban health care to the Lalitpur Sub-Metropolitan City. YUHP's achievement was celebrated in many events in Patan and beyond.

A job well done – YUHP farewell celebrations.



OHP works closely with an Oral Health Focal Point in the Ministry of Health in developing a national Oral Health Strategy. Its staff continue to have significant input in awareness raising about oral health both at community and national level. In collaboration with the World Health Organisation, OHP has conducted research on oral health in communities and schools.

UMN continued to second expatriate professional volunteers to **Gandaki Boarding School/ Gandaki College of Engineering and Science (GCES)** in Pokhara, and to **B.P. Koirala Institute of Health Sciences**, Dharan, as well as to **Kathmandu University, Kathmandu University Medical School and Dhulikhel Medical Institute.**

Memoranda of Understanding were signed with the different institutions allowing these secondments.

The plans to have appropriate legal status in place by November 2005 for **Butwal Technical Institute (BTI)** and **Tansen Nursing School (TNS)** did not eventuate. This was due to technical difficulties in the related government agencies and also to the political situation in the country. However, temporary measures have been taken and appropriate solutions are still being sought. Both institutions are delivering good quality training to their students.

In Pyuthan District, **Jhimruk Industrial Development Company (JIDCO)** continues good work with local communities. UMN will hand over its company shares to other entities,

## Taking Charge!

The Lalitpur Nursing Campus (LNC) formerly Shanta Bhawan Nursing School was established by UMN in 1959 to train and produce professional nurses who would fill the gap for much needed quality health care and treatment in Nepal's hospitals.

Until July 2005, UMN was responsible for the management, finance and running of the Lalitpur Nursing Campus. In addition, some of the faculty were expatriates and UMN was directly involved in the planning, implementation, monitoring and evaluation of the academic programmes.

Rebecca Sinha, the current Campus Chief of LNC, says the Campus is guided by the aspiration of producing compassionate, competent and professional nurses.

Despite transitioning into an independent institution, LNC has maintained and upholds the UMN values of equality, love, service, forgiveness, integrity, cultural sensitivity, and humility.

The staff and teachers are expected to carry out their duties without any bias or discrimination irrespective of social, religious, caste, or economic status of the students.

As a result, the Campus has maintained its reputation for high standards and national impact. Many of the graduates are employed and performing excellently in various hospitals throughout Nepal.

'Working with UMN was wonderful because we worked under limited pressure. Since becoming independent however, we have been forced to become more responsible and accountable for our actions and work', says Rebecca.

'This is the time for the Nepali people to exhibit their creativity and take charge,' she adds.



including BTI, but this is delayed pending the decision about BTI's future legal status. Partnership with **Hydro Consult Pvt. Ltd.** was successfully concluded in November.

It was hoped that UMN's involvement in **Patan Hospital, Tansen Mission Hospital and Okhaldhunga Community Hospital** would be clarified by November 2005 at the latest. However, for various reasons, the government was unable to make the necessary decisions in time. On the request of the Ministry of Health, UMN's Health Services Agreement was extended until the handover process is resolved. In January 2006, the Government of Nepal agreed that Tansen and Okhaldhunga hospitals should be run by Human Development and Community Services (HDCS). This local Christian NGO is now running the two hospitals on behalf of UMN while the legal agreement process between HDCS and the Ministry of Health is being finalised. UMN and Patan Hospital board were seeking a strong, independent and sustainable legal framework for the hospital. Unfortunately, the process of deciding a new constitution for the hospital was not completed by the end of the fiscal year. UMN's desire for all three hospitals is that they have a secure and sustainable future and are able to continue to serve the needy people of Nepal as UMN has done over the past decades.

**The Kathmandu International Study Centre (KISC)** has tried throughout the year to get an appropriate legal status independent of UMN. This process is ongoing, and since November the school has operated under an Interim Governing Board.



# Corporate Services



The new General Agreement was signed on 26th July and the Project Agreement signing was completed on 11th December 2005. These agreements provide Government of Nepal approval for UMN's work until November 2010.

## New Agreements to further UMN's work

With UMN's General Agreement with the Ministry of Finance ending on 25th November 2005, it was important to have any new arrangement with the Social Welfare Council finalised in good time. The new General Agreement was signed on 26th July and the Project Agreement signing was completed on 11th December 2005. These agreements provide Government of Nepal approval for UMN's work until November 2010.

Much lobbying was done to get approval of free visas for expatriate UMN staff, but this was delayed by the political upheavals in April and was not concluded by the end of the fiscal year.

## Corporate Identity

Throughout 2005/06, UMN was involved in building a distinct corporate image. This primarily involved the selection of corporate colours and accompanying brand identities.

UMN selected blue and green to be its uniquely identifying colours.

## Operations

Working to ensure that UMN's Corporate and Programme teams are able to function efficiently, the Operations Team continuously provides support services in the areas of facilities, Information Communication Technology (ICT), security and archives.

The work of introducing Free Open Source Software (FOSS) for our ICT needs has begun. The ICT Team has been involved in developing and improving operating systems and procedures for better dissemination. This is a challenge in some of the more remote working areas.

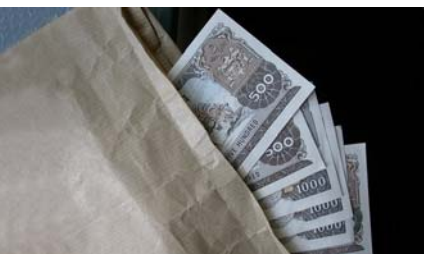
The Security Office has provided contingency and earthquake related training and orientation to staff. The ongoing political instability in the country has necessitated close monitoring and developing new contingency strategies.

UMN joined the Himalayan Archives Association as part of an initiative to store its collection of information and make it available to researchers. The association includes collections from three other independent Christian agencies working in Nepal – International Nepal Fellowship (INF), The Central Asia Fellowship (CAF), and The Nepal Church History Project (NCHP).



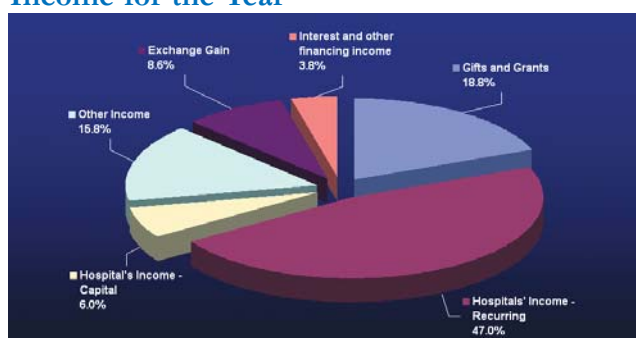


# Finance



The financial situation of UMN has become increasingly stable with the work to the Programme Team and Clusters being fully funded.

## Income for the Year



## Income for the Year

	US\$*
Gifts and Grants	594,422
Hospitals' Income - Recurring	1,483,869
Hospital's Income - Capital	189,096
Other Income	498,316
Exchange Gain	269,967
Interest and other financing income	120,635
<b>Total</b>	<b>3,156,305</b>

In the past year, the financial situation of UMN has become increasingly stable with the work of the Programme Team and Clusters being fully funded. This was due to the generosity of donors, either with direct grants for the developing new work or making available, with their approval, surplus funds from transitioned programmes.

Corporate teams, which support the Programme work, held their costs within budget and showed a considerable reduction from the previous year following the cost cutting and downsizing action.

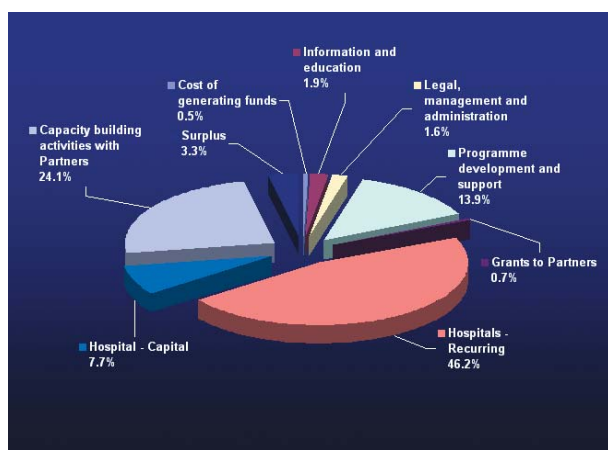
However there was a significant loss of income due to the withdrawal of the Per Capita Grant, which was a fee contributed

by UMN Member Bodies for the running of the organisation. A new Membership and Service Fee has been introduced for the current year.

A net deficit was sustained by Corporate teams in the year but currency exchange gains more than offset this deficit. This exchange gain almost reversed the previous year's major loss on exchange.

It is with heartfelt thanks that UMN continues its work, acknowledging the support that comes from a number of major donors, from many long term friends and also from expatriates from many countries working as volunteers.

## Expenditure for the Year



## Expenditure for the Year

	US\$*
Cost of generating funds	16,030
Information and education	61,472
Legal, management and administration	52,960
Programme development and support	447,673
Grants to Partners	23,004
Hospitals - Recurring	1,483,869
Hospital - Capital	246,530
Capacity building activities with Partners	774,906
<b>Total</b>	<b>3,106,444</b>
<b>Surplus</b>	<b>107,295</b>
<b>Total</b>	<b>3,213,739</b>

The Tansen Hospital's Capital deficit of NRs 4,253,017 (US\$ 57,435) was covered by the previous year's capital fund balance.

\* US\$1= NRs 74.05

# Personnel



**A review carried out by a consultant in July 2006 states that “the implementation of the new People Management Framework into UMN has been remarkably smooth overall.”**

**T**he Personnel Team had an interesting year implementing the new People Management Framework which was introduced in July 2005. This principles-based Management Framework replaced the old rules-based Policy of Employment and seeks as far as possible to have Nepali and expatriate staff working under the same guidelines. Under this very practical framework, UMN can recruit, orientate, develop, support, manage and retain both Nepali and expatriate staff, both in Kathmandu and throughout the Cluster and Project areas.

A review carried out by a consultant in July 2006 states that “the implementation of the new People Management Framework into UMN has been remarkably smooth overall.”

In 2005/06, Induction courses were organised and attended by most staff, both new and old, so that all could have the opportunity to hear more about the changes that have

happened, and understand the reason for change and the new ways of working. They also learned about plans for the future and the culture and values of UMN.

21 new Nepali staff and 7 expatriates were recruited in the past year. 366 Nepali staff and 26 expatriates left UMN during the year from the transitioning part of the organisation. Most of the Nepali staff (the majority of them Tansen hospital staff) and some of the expatriates, are still working in the same Nepali organisations.

In May 2006, a UMN Celebration was held, the first event of its kind. It was an opportunity for all staff, some spouses and many staff children to meet together for three days to work, share, learn, worship and play together. In addition, Thapathali staff, their family members and other visitors also enjoyed two social events, a monsoon party in July 2005 and a spring concert in April 2006.

All staff members were encouraged in the past year to produce a personal development plan as UMN seeks to implement a human resource development policy in which all staff are constantly developing professionally and personally.

One of the main support functions for expatriate families are the tutorial groups, this past year running only in Kathmandu and Tansen. The Kathmandu Tutorial Group (KTG) continued with two teachers and a total of fifteen students and closed in July 2006. The closure was positive and a celebration was held to mark the group's achievements. The Tansen Tutorial Group continued throughout the year with three to six students and one teacher.

It's all a question of balance. Michael Hawksworth gets some help from Menaka Pachhai at a UMN celebration gathering.



## List of Member Bodies and Affiliated Member Bodies

### Australia

Church Missionary Society  
*TEAR Australia*

### Denmark

Danmission

### Canada

*Pentecostal Assemblies of Canada*  
*Presbyterian Church in Canada*  
*Volunteer International Christian Services*

### Finland

Evangelical Free Church of Finland  
Finnish Evangelical Lutheran Mission

### Germany

*Church Development Service (EED)*  
*Evangelischer Entwicklungsdienst*  
Gossner Mission

### India

*Assemblies of God*  
*Church of North India*  
*Church of South India*  
*Methodist Church in India*  
*Presbyterian Church Synod Mizoram*  
*SIM*  
*United Evangelical Lutheran Church in India*

### Ireland

*Church Missionary Society*  
Presbyterian Church in Ireland

### Japan

*United Church of Christ in Japan*  
Japan Overseas Christian Medical  
Cooperative Service

### Netherlands

*Tear Netherlands*  
*Uniting Churches in the Netherlands*

### Norway

Den norske Tibetmisjon (NHAM)  
*Normisjon*  
*Norwegian Pentecostal Mission*

### Singapore

*Singapore Baptist Convention*

### South Africa

SAAWE

### Sweden

InterAct  
*Swedish Pentecostal Mission*

### Switzerland

*Swiss Friends for Mission in Nepal*

### United Kingdom

BMS World Mission  
Church Mission Society  
Church of Scotland  
Methodist Church in Britain  
Tearfund UK

### United States of America

*American Baptist Churches*  
Evangelical Lutheran Church in America  
Global Ministries (CGMB)  
International Technical Assistance Group  
*Maryknoll Sisters Congregation*  
Mennonite Central Committee  
Mennonite Mission Network  
*Navigators*  
Presbyterian Church  
*Southern Baptist Convention*  
United Methodist Church  
*Wesleyan World Mission*  
World Concern  
World Mission Prayer League

### Multi-national Bodies

Interserve  
*South Asia Group*



# LIVING TO SERVE

*UMN exists to serve the people of Nepal -  
especially the poor and disadvantaged -  
and our theme 2005-2006 'Living to Serve'  
expresses our mission.*

"I will tell you the truth,  
whatever you did for the  
least of these brothers  
of mine, you did for  
me." - Matthew 25:40

"The righteous care  
about justice for the  
poor, but the wicked  
have no such concern."  
Proverbs 29:7

"As for me and my  
household, we will serve  
the Lord." - Joshua 24:15

"Each one should use  
whatever gift he has  
received to serve  
others." - 1 Peter 4:10

"Be kind and  
compassionate to one  
another."  
- Ephesians 4:32

"Serve wholeheartedly,  
as if you were serving  
the Lord, not men." -  
Ephesians 6:7



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