

Annual Progress Report

F.Y. 2013-14

Project Management Unit
SWAJAL PROJECT

UTTARAKHAND RURAL WATER SUPPLY & SANITATION PROJECT

(Department of Drinking Water & Sanitation, Uttarakhand)

First Floor, The Institution of Engineers (India) Building,

Delhi (Saharanpur Road), Opposite ISBT, Dehradun- 248171

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"Uttarakhand Rural Water Supply & Sanitation (Swajal Project) Project Management Unit is a society established by the Government of Uttarakhand to promote, facilitate, and empower rural communities and village Panchayat to own, operate and manage their village water supply and sanitation systems."



Society's Governance Philosophy

The essential character of Swajal revolves around values based on transparency, integrity, professionalism and accountability. Swajal is all about:

- ❖ Working towards sustainable development
- ❖ Helping people to help themselves
- ❖ Making WATSAN management PRI's concern; and
- ❖ Choice and voice of the people.

"Providing key to drinking water security and habitation improvement by empowering local communities to manage their water resources and sanitation needs"



Activities conduction under Sector Program



Agree-to-do meeting at Gauhri
Mafi, Block-Doiwala,



Usage of Garbage pit
GP Loshgyani,
Block- Ramnagar, Nainital



Vill- Nanwakheda, GP Lakhwad,
Block Kalsi, Dehradun

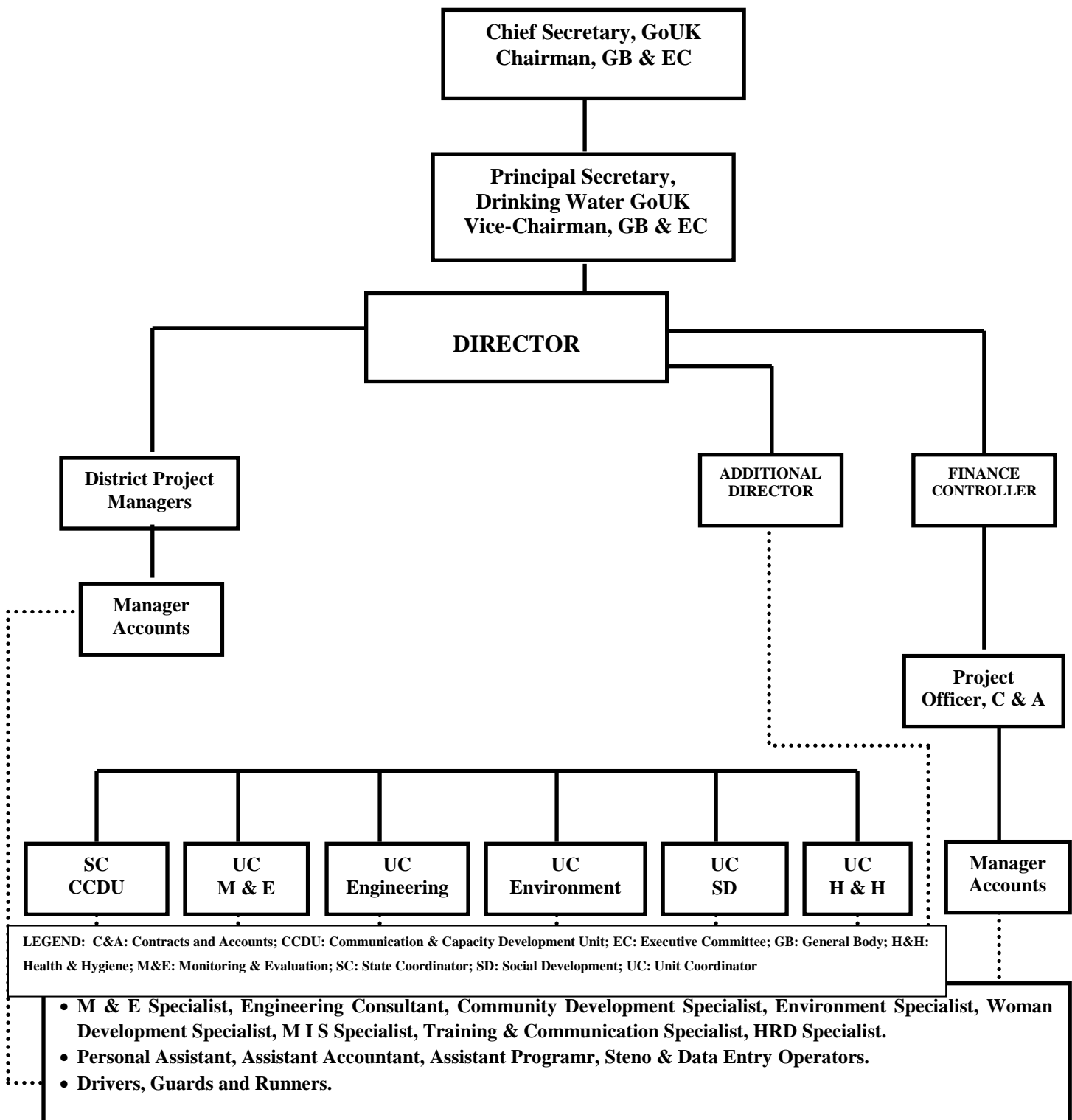


Water Quality FTK- awareness
District Nainital



Primary School Narkota, Block
Augustmuni, Rudraprayag

Society's Management Structure



Highlights of Annual Progress Report 2013-14 (Physical & Financial)

S. N.	Name of Program	Particulars	Physical Achievement			Annexure Attached (No.)
			up to March,2013	During 2013-14	Upto March 2014	
1	Uttarakhand Rural Water Supply and Sanitation Project	Project End Target - 2348 Habitations				Annexure- 5
		Preplanning (habitations)	7717	44 Habitation transfer to UJN	7673	
		Planning (habitations)	3388	10	3398	
		Implementation phase (habitations/ Schemes)	2590 (Schemes:1490)	-	2590 (Schemes:1490)	
		Commissioned Water Supply schemes (Habitations/Schemes)	2168 (Schemes:1222)	280 Schemes:179 { Ongoing:- 38 habitation in 179 Schemes}}	2448 (Schemes:1401)	
2	Nirmal Bharat Abhiyaan	Program End Target of Individual household latrines- 886301 Program End Target of School toilets: 3925				Annexure- 8
		Individual Household latrines	804214	91084	895298	
		School Toilets	3181	169	3350	
3	NRDWP , Program fund-Centre (Sustainable)	Rain Water Harvesting Tanks (RWHT)	923	435	1358	Annexure- 11
4	NRDWP Support (WQM&S)	Numbers of Persons trained (GP level functionaries)	39635	6783	46418	Annexure-10(a)
		Grassroots level awareness camp	916	23	939	Annexure-10(b)
		Mass media campaigns	1090	9	1099	
		Sanitary Survey (GP)	603	60	663	
		Inter-personnel communication (No. of GP)	1173	23	1196	
	NRDWP Support Water and Sanitation Support Organization WSSO/ICCDRI	Workshops	1220	98	1318	Annexure-9
		Training Program	998	316	1314	
		Cross Visit	692	227	919	

(₹ in Lakh)

S.N.	Name of Program		Financial Progress					Annexure Attached
			Opening Balance as on 1st April, 2013	During Year 2013-14			Closing Balance as on 31 st March 2014	
				Release & others	Total Available Fund	Payment (Expenses & Advance paid)		
1	Uttarakhand Rural Water Supply and Sanitation Project		1024.04	5561.87	6585.91	4066.73	2519.18	Annexure-13
2	Nirmal Bharat Abhiyaan		2918.25	1171.04	4089.29	2781.05	1308.24	Annexure-14
3	NRDWP- Program fund (Sustainability Component)		161.23	181.82	343.06	179.75	163.31	Annexure-16
4	NRDWP- Support Fund	WQM&S	44.57	59.20	103.77	81.72	22.05	Annexure-15
		Water and Sanitation Support Organization- WSSO {CCDU}	214.94	7.91	222.85	42.98	179.87	
Total			4363.03	6981.84	11344.88	7152.23	4192.67	

Society in Brief

- **Name - *Uttarakhand Rural Water Supply and Sanitation Project (Swajal), Project Management Unit***
- **State Govt's Controlling Department: *Department of Drinking Water***
- **Date of Registration: *5th March 2001***
- **Registration Number: *854/2001 (Annexure-1)***
- **Head Office: *Project Management Unit (PMU) Swajal Project, First Floor, The Institution of Engineers (India) Building, Delhi (Sharanpur) Road, Near ISBT, Dehradun, Phone:91-135-2643455,2643380;Fax:91-135-2643381.***
- **Website & Email ID: *http://swajal.uk.gov.in E-mail: pmu_uttaranchal@rediffmail.com***
- **District Level Offices: *District Project Management Unit (DPMU) Swajal Project. (i) Dehradun; (ii) Haridwar; (iii) Pauri; (iv) Tehri; (v) Uttarkashi; (vi) Chamoli; (vii) Rudraprayag; (viii) Almora; (ix) Bageshwar; (x) Pithoragarh; (xi) Champawat; (xii) Nainital; (xiii) Udham Singh Nagar***
- **Chairman: *Chief Secretary, Govt. of Uttarakhand***
- **Vice Chairman: *Principal Secretary, Drinking Water, Govt. of Uttarakhand***
- **Member Secretary: *Director, Project Management Unit (Swajal)***
- **Objectives:**
 - to deliver sustainable health and hygiene benefits to the rural population through improvements in water supply and environmental sanitation services which will increase rural income through time savings and income opportunities for women, test an alternative to the current supply driven service delivery mechanism and promote sanitation and gender awareness;
 - to promote the long-term sustainability of the rural water supply and sanitation sector by providing assistance to Government of Uttarakhand to identify and implement an appropriate policy framework and strategic plan.
 - To function as a resource organization for bringing about the sectoral reforms in the rural water & sanitation sector.
- **Programs under the aegis of Society:**
 - A) Programs under Implementation**
 - World Bank assisted Uttarakhand Rural Water Supply and Sanitation Project :URWSSP
 - GoI & GoUK financed Total Sanitation Campaign (TSC); Now known as NBA (Nirmal Bharat Abhiyan)
 - GoI & GoUK financed National Rural Drinking Water Program (NRDWP)
- **Organization Management Structure:**
 - General Body (GB)
 - Executive Committee (EC)
 - Finance Committee (FC)

Executive Summary

Executive Summary

“Uttarakhand Rural Water Supply and Sanitation (Swajal), Project Management Unit”, Dehradun, an autonomous society of the Department of Drinking Water, Govt. of Uttarakhand, is a premier rural water supply and sanitation facilitator in the WATSAN sector. This society was registered on 5th March, 2001 under the department of Drinking Water Supply, Government of Uttarakhand with the objectives: (i) to coordinate and monitor the implementation of World Bank assisted Rural Water Supply and Environmental Sanitation (Swajal Project) and (ii) to implement Sector Reform Project and other projects sponsored by the Government of India and Uttarakhand.

After Nov 2006 the society took an innovative World Bank funded program called Uttarakhand Rural Water Supply and Sanitation Project (URWSSP) popularly known as Swajal-II (Sector Program) and by adopting sector wide Approach (SWAp) principles in the state. Uttarakhand has become one of the premier states in water & sanitation sector reform principle.

The State Government has created an Apex body of the State Water and Sanitation Mission (SWSM) under which the three Sector institutions namely Rural Water Supply & Environmental Sanitation Society (PMU, Swajal), Uttarakhand Peyjal Sansadhan Vikas Evam Nirman Nigam (UJN) & Uttarakhand Jal Sansthan (UJS) are working in the rural water supply sector. Currently the PMU-Swajal is executing the following programs in rural areas of the state.

- (i) Uttarakhand Rural Water Supply and Sanitation Project URWSSP (Sector Program) jointly financed by Govt. of India, Govt. of Uttarakhand, Communities and the World Bank
- (ii) Nirmal Bharat Abhiyaan (NBA) financed by Govt. of India.
- (iii) National Rural Drinking Water Program (NRDWP). Financed by Govt. of India & GoUK.
 - 1) National Rural Drinking Water Program: Sustainability, Financed by Govt. of India
 - 2) National Rural Drinking Water Program: Support Activities, Financed by Govt. of India
 - a. Water Quality Monitoring & Surveillance (WQM&S)
 - b. Communication and Capacity Development

Location of Offices: The Society has its State level office in Dehradun which is known as Project Management Unit (PMU). In addition, the Society has 13 District Project Management Units (DPMUs).

The Management Structure

There are three Management Committees to provide policy guidance and to monitor physical and financial performance and management of the rural water supply and sanitation project/programs under the aegis of the Society. The Apex Committee known as General Body (GB) is headed by the Chief Secretary and comprises of seventeen members. Executive Committee (EC) has ten members in all and the Chief Secretary of GoUK is the Chairman of the EC. Apart from the GB and EC, there is also a Finance Committee (FC) under the chairmanship of the Principal Secretary, Drinking Water (GoUK) to manage the routine affairs of the PMU.

During F.Y 2013-14, Mr. Alok Kumar Jain, Chief Secretary presided over the EC & GB meetings up to First week of May, 2013. During the later part of the financial year Mr. Subhas Kumar, chief secretary took over as Chairman of the society and Mr. S.Raju Secretary, Drinking Water remain as Vice chairman of the society. During the year Mr. Kapil Lall has worked as Director of the PMU up to 31st October 2013. The later part of financial year Ms Sowjanya took over as the Director of PMU and Member Secretary of the society.

The Chairman, Vice Chairman and Hon'ble members of FC, EC and GB gave effective guidance and directions for expeditious implementation of the project/ programs undertaken by this society. The GB and EC members of the society met once (01) during F.Y. 2013-14 to provide overall policy guidance and to monitor physical and financial performance of various project/ programs being executed under the aegis of this society. The FC members met one time in the F.Y 2013-14 to steer activities and ensure management of the society.

Staffing

There are three types of personnel for managing day to day activities of the society. These are (i) On Deputation from the Govt. Sector (ii) Consultants form private sector on contract basis (iii) Support Staff from UPNL on hired basis. Out of 362 Sanctioned posts, 293 personnel were working excluding SWSM as on 31st March, 2014. The staffing structure for the society was under revision during the year in retrospect.

The progress of various programs is as below

(i) World Bank assisted Uttarakhand Rural Water Supply & Sanitation Project (URWSSP) Sector Program :

The URWSS Project, supporting a sector wide approach (SWAp) for rural water supply and sanitation in the state has been effective since 30th November, 2006 and closure date of the project is 16 June 2014. This project is jointly financed by the World Bank, Government of India, Government of Uttarakhand and Community. There are three implementing agencies, PMU Swajal, Uttarakhand Jal Sansthan (UJS) and Uttarakhand Peyjal Nigam (UJN) for execution of the project. The total project cost is US\$224 million of which the World Bank will contribute maximum of US\$120 million.

The Project development objective is to improve the effectiveness of rural water supply and sanitation (RWSS) services through decentralization and the increased role of the Panchayati Raj Institutions and the involvement of local communities in the state of Uttarakhand. The RWSS schemes under sector program are adopting an integrated approach for improving sustainability of water supply and maximizing health benefits. The water supply schemes are integrated with catchment area conservation and management program, household and village environmental sanitation program, solid waste management, health and hygiene awareness promotion and safe disposal of waste water.

The physical and financial progress under this program is given in brief in the following paragraphs:

• Physical Progress

During the year in retrospect, 179 single village water supply schemes covering 280 habitations were completed and commissioned. Implementation stage works for 30 single village water supply schemes covering 38 habitations were under way. The cumulative physical progress of completed

water supply schemes since launch of the project till March, 2014 is 1401 water supply schemes covering 2448 habitations.

- **Financial Progress**

Total available fund during the year was ₹6585.91 lakh which includes opening balance, releases during the year, community contribution and bank interest. During the year payment of ₹4066.73 lakh has been made and ₹2519.18 lakh remained as closing balance as on 31st March, 2014.

Additional Financing for Disaster Mitigation

The state of Uttarakhand witnessed a severe disaster due to heavy rainfall and landslides on June 2013. Landslides due to the flood damaged several houses and structures. Swajal Project under the water supply and sanitation sector assessed damage of 541 Nos. of water supply scheme, 3338 Nos. of Individual Household latrines (IHHL), 3328 Nos. of soak pits and 41770 meters Drain. The additional financing has been requested by GoUK to World Bank in response to the damage caused to RWSS infrastructure across the State during the flash flood and landslide disaster. In the continuation of above, a Joint Need Assessment Mission-World Bank visited the state from July 29 to August 7, 2013 for assessment of reconstruction and restoration need for damaged structure due to natural calamity in the state. DEA, GoI vide DO letter No. 2/02/13-FB.8 dated 29th August, 2013 recommended to the World Bank and additional US\$ 24 Million under ongoing URWSSP.

- **World Bank Mission Visits**

1. **Twelfth Implementation Supervisory Mission**

An implementation Supervisory mission comprising Ms. Smita Misra (TTL-Mission Leader, SASDU); Mr. Srinivas Rao Poddireddy (SASDU), Mr. S. Krishnamurthy (SARFM), Mr. Vijendera Vikramaditya (SASDU), Mr. Piyush Dogra (SASDI), Mr. Dharendra Kumar (SARPS), Mr. Manu Prakash (SASDU), and Mr. Luis Alberto Andres (Lead Economist) {April 15-16} visited the state from 8 to 21 May, 2013 to review the implementation progress, as part of the Supervisory mission for project. The supervisory mission also undertook the field visits to Rudraprayag, Pauri and Dehradun districts, to see the schemes and interact with the district teams and village communities. The mission observed high level of satisfaction in physical coverage under user level.

2. **Technical Supervisory Mission**

A Technical Supervisory Mission 11-12 December 2013 comprising World Bank team Ms. Smita Misra (TTL-Mission Leader, SASDU); Mr. Jurminala (SARPS), Mr. Vijendera Vikramaditya (Consultant, SASDU) and Mr. Kumar Amarendra Singh (Consultant, SASDU) arrived and reviewed the implementation progress of the sector program. On the significant and sustained physical & financial progress, along with continuous commitment for implementation of the project rating was Highly Satisfactory.

3. **Implementation Supervisory Mission for Additional Financing in Disaster Mitigation**

A Supervisory Mission for Additional Financing in Disaster Mitigation activities comprising Ms. Smita Misra (TTL-Mission Leader, SASDU); Mr. Srinivas Rao Poddireddy (SASDU), Mr. S. Krishnamurthy (SARFM), Mr. Vijendera Vikramaditya (SASDU), Mr. Piyush Dogra (SASDI), Mr. Jurminala (SARPS), Mr. Manu Prakash (SASDU), Ms. Pratibha Mistry (SASDU) and Mr. Kumar Amarendra Singh (SASDU)

visited the state from 14 to 17 October, 2013 to appraise the Additional Financing requested by the Government of Uttarakhand (GoUK) to support the reconstruction/restoration of damaged water supply and sanitation infrastructure in all 13 districts, following the June-July 2013 disaster in the State. The mission agreed to Additional Financing will support the UKRWSSP to implement specific disaster mitigation activities, including reconstruction and restoration of the damaged RWSS schemes and sanitation facilities, through an additional Component D.

(ii) Nirmal Bharat Abhiyaan

Earlier Nirmal Bharat Abhiyaan was popularly known by the name of “Total Sanitation Campaign”. The Government of India is agreed to continue “Total Sanitation Campaign” under 12th five year plan renamed as Nirmal Bharat Abhiyaan. This program is a vehicle of reforms in the rural sanitation sector. This campaign has been launched by the GoI with the objective to improving the quality of life of rural people and to provide privacy and dignity to women. This campaign is a demand responsive community led campaign. The funding partners are GoI, GoUK and rural communities. NBA is currently being implemented in all the districts of the State. NBA components include construction of Individual Household Latrines, Community Sanitary Complexes, Aanganwadi and School Toilets. NBA is mainly based on interpersonal communication, which involves efforts to disseminate sanitation related messages through Information Education & Communication (IEC) activities at the GP, Block Panchayat and Zila Panchayat Level. NBA discourages subsidies and focuses on community level incentives. During the F.Y. 2013-14 NBA incentive plan under this campaign is, ₹5100.00 for Plain area, ₹5600.00 for Hilly area (Center share - ₹3200.00 for plain area and ₹3700.00 for Hilly area, State Share – ₹ 1400.00 both Hilly and plain areas) and Beneficiary Share ₹900 per unit, on construction and use of individual household latrines. Incentive as provided under the program may be extended to all Below Poverty Line (BPL) households and Above Poverty Line (APL) restricted to SCs/STs, Small and Marginal farmers, Landless Labourers with homestead, Physically Handicapped and Women headed households.

Physical Progress

- Despite several constraints, NBA has made steady and remarkable progress in the State. This is corroborated by the fact that a humble beginning of construction of 796 individual household latrines (IHHL) in the year 2003-04 and it continues even further in the order of 35824, 57108, 64951, 75801, 98884, 115071, 125051, 132913, 97472 individual household latrines (IHHL) respectively in the year 2004-05, 2005-06, 2006-07, 2007-08, 2008-09, 2009-10, 2010-11, 2011-12, 2012-13. During the current financial year 2013-14 total 91084 IHHL constructed. The cumulative progress of construction of individual household latrines is 895298 at the end of F.Y, 2013-14.
- School Sanitation - From the beginning of construction 69 school toilets in the year 2004-05 and it continues even further in the order of 264, 490, 320, 870, 413, 219, 183, 344 respectively in the year 2005-06, 2006-07, 2007-08, 2008-09, 2009-10, 2010-11, 2011-12, 2012-13. During the current financial year 2013-14 total 169 school toilets constructed. The cumulative progress is 3350 school toilets at the end of F.Y 2013-14.

- There has been progress in achieving Nirmal Gram Puraskar beginning with thirteen NGPs in the year 2004-05, 109 in 2006-07, 160 in 2007-08, 136 in 2008-09, 44 in 2009-10, and 63 in 2010-11. The cumulative achievement of Nirmal Gram Puraskar is 525 till the end of March, 2014. Total 153 proposals had been sent to GoI for NGP award in the FY 2012-13.

- **Financial Progress**

Total available fund during the year was ₹4089.29 lakh which includes opening balance, releases during the year, community contribution and bank interest. During the year payment of ₹ 2781.05 lakh has been made and ₹ 1308.24 lakh remained as closing balance as on 31st March, 2014.

(iii) 1) National Rural Drinking Water Program (NRDWP)

To scale the reform in the rural water supply sector the Govt of India has initiated a program based on the decentralization principle and also in the line of the sector program from April 2009. The primary responsibility of providing drinking water facilities in the country rests with the State Governments. The Government of India supplements the efforts of State Governments by providing financial assistance under the centrally sponsored Accelerated Rural Water Supply Program (ARWSP), now renamed as National Rural Drinking Water Program (NRDWP). The program aims to ensure permanent drinking water security in rural India and drinking water security through measures to improve / augment existing drinking water sources and conjunctive use of ground-water, surface-water and rain water harvesting based on village water budgeting and security plan prepared by the community/ local government with enable communities to monitor and maintain surveillance on their drinking water sources. There are three implementing agencies for execution of activities under various sub components. Uttarakhand Peyjal Nigam (UJN) is primarily responsible for construction of water supply schemes from the funds available under 'coverage' sub component. Uttarakhand Jal Sansthan (UJS) takes up the work of Operation & Maintenance of water supply schemes including establishment of water analysis laboratories etc. PMU Swajal is assigned to take up activities under Sustainability, Water Quality Monitoring and Surveillance (WQM&S) along with capacity building activities from the funds available under relevant sub component.

Sustainability :(Sub component 100% Govt.of India financed)

The Ministry of Drinking Water supply and sanitation has accorded highest priority to "Sustainability" of drinking water sources and system to prevent slippages. Sustainability measures like water conservation and rain water harvesting leads to in-situ remediation of water quality and as such will have to be priority in water supply sector. For this purpose under NRDWP, allocation is be 10% for component to be implemented on Sector Reforms/ Swajadhara principles for which 100% grant-in-aid is be made available to state. The component is to be implemented in a demand-driven, decentralized, community-managed mode to achieve long term drinking water security by ensuring sustainability of sources and systems. Project Management Unit is also responsible for executing the sustainability related activities under the GoI supported program.

- **Physical Progress** –To ensure the water security at the individual household level as envisaged in the guidelines of the (NRDWP) the construction of Roof Top Rain Water Harvesting Tanks (RWHTs) was initiated in 133 of RWHTs habitations, total 435 RWHTs were constructed during FY 2013-14. The cumulative physical progress till March, 2014 is 1358 RWHTs.
- **Financial Progress – (Program fund-centre)**
Total available fund during the year was ₹343.06 lakh which includes opening balance, releases during the year, community contribution and bank interest. During the year payment of ₹179.75 lakh has been made and ₹163.31 lakh remained as closing balance as on 31st March, 2014.

2) Support Activity

a) Water Quality Monitoring and Surveillance (WQM&S): (100% Govt.of India financed)

National Rural Drinking Water Quality Monitoring and Surveillance (NRDWQM&SP) has been renamed as Water Quality Monitoring and Surveillance (WQM&S) and integrated with the NRDWP. The objective of the program, inter-alia includes (i)decentralized monitoring and surveillance of all rural drinking water sources in the country by the community and (ii)capacity building of Panchayats to own the field test kit and take up full O&M responsibility for water quality monitoring of all drinking water sources in their respective area. The physical and financial progress under this program is given in brief in the following paragraphs:

- **Physical Progress**
 - During the year 23 Grass root Level awareness camps, 23 Inter Personal Communication (IPC) activities, 9 Mass Media Campaigns, 1 Audio Visual Program and 60 Gram Panchayat Sanitary Surveys were conducted. The cumulative progress of various HRD/IEC activities was 939 Grass root Level awareness camps, 1196 IPC activities, 1099 Mass Media Campaigns, 248 Audio Visual Programs and 663 Sanitary Surveys done up to the end of year March, 2014.
 - **Financial Progress**
Total available fund during the year was ₹ 103.77 lakh which includes opening balance, releases during the year, community contribution and bank interest. During the year payment of ₹ 81.72 lakh has been made and ₹ 22.05 lakh remained as closing balance as on 31st March, 2014.

b) Water and Sanitation Support Organization (WSSO) / Communication & Capacity Development Unit (CCDU)

As per the new guidelines of NRDWP Communication and Capacity Development (CCDU) / Water and Sanitation Support Organization(WSSO) Unit has been designed and set up in State for promoting initiatives in water supply and sanitation sector and access funds from allocation for NRDWP (Support). The State Government vide no. 77/29(1)/2012-(01Pey.) Dated 2nd February 2012 has designated PMU Swajal to discharge the function of Water and Sanitation Support (WSSO) Organization as delineated in the NRDWP guidelines. It aims at enhancing community participation

and demand generation through development of strategies with effective combination of mass media and interpersonal communication for different stakeholders in the rural water supply and sanitation services. The unit also aims towards capacity development of grass root level workers, PRIs, NGOs and other stakeholders.

- **Physical Progress**

- During the year 98 Workshops, 316 Training programs, 176 School Rallies and 227 Cross Visits were organized at various levels. Besides above, hoardings, wall-writings, meetings at village, district, block levels, IEC stall & TV show were also conducted.

- **Financial Progress**

Total available fund during the year was ₹ 222.85 lakh which includes opening balance, releases during the year, community contribution and bank interest. During the year payment of ₹ 42.98 lakh has been made and ₹ 179.88 lakh remained as closing balance as on 31st March, 2014.

(iv) The Right to Information Act 2005:

The society took all steps to fulfill all the obligations under the Act. This included (i) designating Public Information Officers and Appellate Authority (ii) timely preparation and publication of 17 manuals and (iii) timely disposal of requests for obtaining information. The constant endeavor of the PMU to take steps in accordance with the requirements of the RTI Act-2005 led to an acclamation by the Uttarakhand Information Commission. The PMU was adjudged as the best organization in the State for fulfilling all the obligations of the RTI Act for the year 2010 and 2011. The Swajal Project has also performed all the obligations of the RTI Act in the F.Y.2013-14.

Auditor's Report

M/S Gianender & Associates, Chartered Accountants, Plot No. 6, Site No.21, Geeta Mandir Marg, New Rajender Nagar, New Delhi – 110060 was the statutory Auditors for this Society for F.Y.2013-14. There is a consolidated Balance Sheet for (i) Sector Program (ii) NBA (iii) NRDWP-Program fund and (iv) NRDWP- Support fund in this Annual Progress Report. The Firm has completed the audit work of the Society for this F.Y.2013-14.

Acknowledgement

The Society thanks the Central and State Government authorities, sector institutions authorities, PRI representatives and the World Bank Mission members for their continued co-operation and support to the Society. The Society also acknowledges the valuable contribution made by the Service Agencies, Support Organizations and the staff of PMU and DPMUs. The Society is continuing to work towards holistic development and remain committed in justifying the faith and trust reposed by the state government.

Director