

Evaluation Report
on
Santal Development Project
Implemented by the BNELC-DF

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Evaluated by:

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Abbreviation

1. BDT - Bangladeshi Taka
2. BLM-N - Bangladesh Lutheran Mission-Norwegian
3. BNELC-DF - Bangladesh Northern Evangelic Lutheran Church–Development Foundation
4. GOB – Government of Bangladesh
5. ICCB – Integrated Community Capacity Building
6. LAC – Legal Assistance Cell
7. SDP – Santal Development Project
8. MFI – Micro-Finance Institute
9. MP - Manjhi Parishad
10. NGO – Non Government Organization
11. PKSf – Palli Karma-Sahayak Foundation
12. PPD – Pilot Project Document

Background Information - BNELC-DF

Bangladesh Northern Evangelic Lutheran Church–Development Foundation (BNELC-DF) was established in 1985 by joint efforts of Bangladesh Lutheran Mission-Norwegian (BLM-N) and BNELC. It works with poor, particularly with the adivasi communities of Dinajpur, Thakurgaon, Gaibandha, Naogaon, Rajshahi and, Chapai Nababganj districts of Bangladesh. BNELC-DF is registered under Societies Act XXI of 1860 (Reg. No. S-1156/16 of 1986 1987, 26. 10. 1986), the Volunteer Social Welfare Agencies Ordinance of 1961 and the Foreign Donation Registration Ordinance 1989. Since its inception in 1985, the Foundation implemented different development projects to upgrade the lives of the adivasis of the area. One of such project is Santal Development Project (SDP) implemented in 2005 as a three years pilot project in four upazilas of Dinajpur, Gaibandha and Chapai Nababganj districts.

2. Santal Development Project

In response to the proposal made by BNELC-DF, the Normisjon-Norway, a development partner, provided the fund amounting to Tk. 10,364,326.54 to the BNELC-DF to promote the living standard of adivasis, particularly the Santals of Phulbari, Ghoraghat, Gobindagong and Chapai Nababganj sadar upazilas of the northern districts of Bangladesh, through human resource development activities. The project was for three years starting from January 2005 to the end of December 2007. The purpose of this report is to evaluate the project, known as Santal Development Project (SDP), and offer guidelines and recommendations for further expansion with possible implementations.

3. Background of the Project

The Project Proposal was prepared based on the pre-project study findings carried-out in October 2003 to January 2004 in six Santal villages of northern districts – namely Rajshahi, Chapai Nababgonj, Dinajpur and Gaibanda. The study concluded that the adivasies, particularly the Santals of the northern districts of Bangladesh, are the most backward community who are losing their existence in regards to economic, social and political lives. Therefore, a long-term (ten-year period) development strategy should be implemented with the assistance of external finance to protect and to change their lives.

Development sectors that were identified to be taken into considerations for the implementations were the capacity building for the adivasi youths (both male and female) through vocational training, strengthening the traditional social institutions, support program for the drop out boys and girls, introduction of micro finance activities, setting-up research cell to find gaps between implementations and expectations, creation of employment opportunities, design aid services and land recovery cell. One of the alarming findings the study mentioned that of the total 72 surveyed families 50 years back 21 families had more than 15 acres of cultivable land which decreased into 14 and 12 families in 30 and 20 years respectively. The number of families reduced to zero in the surveyed year. Based on the pre-project study following development strategies were set to change the lives of the Santals of the two upazilas namely, Ghoraghat and Gobindagonj.

Adivashis of northern part of Bangladesh are comparatively more backward than that of other areas. These people in the past have suffered many kinds of injustices and discrimination from higher class of people of the society with vested interests. Their knowledge of land records is poor and malpractice and manipulation of figures are done while adivasi land is purchased by the shrewd non- adivasi. Exploitations and oppressions are common phenomenon in the lot of the adivasi.

The situation cannot be changed until they will be more organized and aware of their real life situation. The present groups are isolated from one to other and are not enough to raise their problem in any public or private forum demanding fair justice. And this situation has led them to the present conditions.

4. Development strategies that set for the Project

Following development strategies were set to succeed the project plan.

Capacity building for alternative livelihood program

- A.1 Organize mobile technical training program on two trade courses: namely tailoring training course and Mechanics training course
- A.2 Facilitate other vocational skills development training. Proposed trades are: Welding, Carpentry (long course); and Printing and Embroidery, Saloon (short course).
- B. Apprenticeship trainees
- C. Loan for establishing enterprise

Land retention and development program

- A. Organizing training on land documents management, in particular, on land rights and land laws
- B. Organizing training-seminars and workshops for traditional social leaders
- C. Land recovery loan
- D. Advocacy and legal assistance program

5. Objectives of the Study

After three years of implementation an external evaluation team has been assigned by the BNELC-DF with the consultation and consent of the Normisjon (development partner) to assess the following objectives to draw the achievement level of the project. Objectives are:

1. Assess the relevance of the project profile as stated in the Project Document of SDP. Is this project meeting felt and voiced need of the target group?
2. Assess whether the Project Document has been followed and whether deviations have been duly reported and reasons given to donor.

3. Assess the selection process of beneficiaries, and whether the set criteria have been followed and further whether certain faith based groups have got preference.
4. Assess the project approach, and whether the target group has been involved in an appropriate way. Is the target group pleased with the project approach?
5. Assess whether human and monetary resources have been utilized well and according to Annual Plans and Budgets.
6. Assess the overall impact of the project and consider whether there are any positive or negative results of the project that was not planned or intended.
7. Assess the sustainability and long term effect of the project on the village level.
8. Review loan agreements and criteria for obtaining loan and assess whether they are followed.
9. Assess the role of the DF Board in the implementation of this project.
10. Assess the administration and finance control; systems, procedures and transparency, and recommendations for improvements of the same.
11. Assess the qualifications, motivation and commitment of the staff and recommendations for improvements of the same.
12. Are there other lessons learnt through this Pilot Project?
13. Recommend how lessons learnt from this project should influence on the project profile of the new ICCB.

6. Methodology

Four upazilas – Ghoraghat and Phulbari of Dinajpur & Gobindagonj upazila of Gaibanda and sadar upazila of Chapai Nababgang districts were selected for implementation of development project (SDP). Based on the intensity of implementation the evaluation team examined two upazilas and occasionally referred to other areas. The evaluation team was formed and assigned by the BNELC-DF in consultation with the country representative of the donor agency.

The study used multiple methods to collect various types of socio-economic data for evaluating the outcome of the SDP. Methods are observation, document review, in-depth interview and group-discussions with the project beneficiaries and the project implementing personals. Field visits (observation) were carried-out by the team members for about four days starting from 28.11.07 to 1.12.07. During the field visits four group discussions with Tola Jot members were conducted where impacts of the project were

thoroughly discussed and both positive and negative aspects of the implementation were recorded. Prior to the group discussions that conducted within the project area a through discussion was carried-out with the BNELC-DF board members to understand the existing situation of the project. In addition to the group discussions couple of in-depth interviews were conducted with the victims of the land mortgage practices. Further, a case study was carried-out to unearth the hidden social superstitious belief that isolated a poor family from the main stream of their life. The team also examined the official documents such as: annual reports, account registers and records, posters, baseline data sheet and many more to compare the data with the targets that set in the Pilot Project Document.

After collecting first-hand data on overall implementation of the project a rough report was prepared and based on the report a cross-checking session was carried-out with the director of the project and after receiving firsthand responses final evaluation report has been prepared.

7. Findings

7.1 Population and the Nature of Benefits of the Project

Geographically, the SDP area covers four upazilas: Phulbari, Ghoraghat of Dinajpur, Gobindaganj of Gaibandha and Sadar Upazillas of Chapai Nababganj districts. Total population, according to the census of 2001, of the project area is 1170284. Of the total population in the study area 104267 (8.91%) live in Ghoraghat and 461428 (39.43%) live in Gobindaganj upazilas. Out of the total population of the of the project area only 2.48% (N=29013) are adivasies and of the total adivasies 12.45 % (N=3611) received benefits from the project. Of the 12.45% project beneficiaries, 78.6% received awareness training followed by credit support (16.3%) and vocational training (5.0%).

Table 1: Population Structure of the Project

Project Area Coverd	Total Population (TP)	Total Adivasies	% of the TP	Beneficiaries (Adivasis)
Fulbari	151939	14700	9.67	501
Ghoraghat	104267	8554	8.20	1729
Gobindaganj	461428	3795	0.82	1165
Chapai Nababganj	452650	1964	0.43	216
Total	1170284	29013	2.48	3611

Source: Official Papers collected from Field Office

7.2 Capacity Building through Technical Skills Training

According to the Pilot Project Document (PPD) of the SDP, a total of 144 unemployed youths (both men and women) were planned to receive technical skills training so that training recipients can employ themselves in the surrounding social markets (p. 10). Data mentioned in the project document, prepared at the end of the project period (Oct. 2007) indicates that 171 adivasis of the project area received (or receiving) training in different trades. In terms of percentage it is 19% increase compared to the original plan. However, of the 171 trainees 134 (78%) completed their training and rest (22%) are yet to complete their course. Of the trained adivasis 67% (N=90) successfully engaged themselves in the local economy.

Table 2: **Trade-training Statistics** (in exact frequency)

Trade Name	Original Target	Achievement	Course Completed	Course Continuation	Already Employed
Tailoring	60	61	49	12	43
Automobile/ Mechanics	36	46	41	5	17
Welding	15	15	10	5	3
Carpentry	15	16	10	6	8
Embroidery / Tailoring	15	15	15	0	10
Saloon	15	13	8	5	8
Electric- works	0	3	1	2	1
Electronics	0	2	0	2	0
Total	156	171	134	37	90

Trade-wise data indicates that training in tailoring (including embroidery) stands top in regards to completion of the course. Of the total training recipients (N=134), 48% (49+15) received training in tailoring followed by automobile/mechanics 31% (N=41), welding and carpentry (10 in each category) and saloon (N=8). Of the total trained persons tailoring occupied much space in the local employment market. Of the total 61 tailoring-trained persons 70.49% (N=43) are employed in the job market. In case of training in automobile and mechanics 17 trainees out of 41 employed in the local job market.

7.3 Advocacy and Legal Assistance Program

Table 3: **Advocacy and Legal Assistance Program** (in number)

Activities	Target in Project Period	Achievement in %
Legal Assistance Cell Meeting	34	100.0
LAC Advice	59	100.0
Legal Advice	158	100.0
Problem Solution through Arbitration	12	100.0
Financial Support for Court Case	23	100.0
Communication with Court & Other Offices Land Law and Document	45	100.0
Maintenance Training	235	288

Source: Compiled from the Office Document

One of the objectives of the project was to disseminate knowledge about existing civil laws and customs to the adivasis using both formal and informal approaches. To deliver or to make aware about the formal and informal laws a Legal Assistance Cell (LAC), consisting of nine members, was formed combining both leaders of the adivasis and the Project Manager of SDP. Project Manager heads the Cell. Local social problems were brought under the observation of the LAC and solutions were framed using the spirit of the formal laws and local customs. The LAC organizes meeting once in a month regularly. The impact of the LAC indicates that during the project period 34 meetings were conducted and at the meetings it was decided to organize series of Legal Advisory Meetings. A total of 59 Legal Advisory Meetings were organized where 202 applications were scrutinized and of the 202 applications 158 (78%) applicants received legal advice. Most of the advices were related with the solutions of the local social problems and land mortgage related irregularities caused by the non- adivasi community

Data related to advocacy and legal advice indicate (Table 3) that LAC resolved 12 social problems through direct arbitration. To continue court cases 23 applicants were given financial assistance and 45 applicants were assisted to make consultations with the local government officials and 235 adivasis received training on land mortgage related laws and knowledge on how to preserve land-law related documents.

7.4 Land Retention Program

One of the alarming issues that the adivasis, particularly the Santals of the northern districts of Bangladesh, are experiencing is the practice of land mortgage-out. The practice functions in a way that once the land mortgage is in operation the mortgage-giver never able to release his/her land. A kind of trust breaking practice exists between the mortgage-giver and mortgage-taker (mortgagor). Usually mortgage-takers are mostly

from the Bangalee community who holds better connection with government officials than the adivasis of the area. Because of better connection the social environment allows the mortgage-taker (mostly Bangalees) to maneuver the contract that took place between the mortgage-giver and the mortgage-taker. As a result, the adivasis of the area were losing their lands more and more in scale. To resist this grave situation the project planners, citing the experience that set by the CARITAS of Mymensingh, stated in the PPD, “We do want to initiate these activities by providing long-term loan facilities to recover mortgaged land so that Santal/ adivasi people in the project area are protected from land alienation” (p. 15). To materialize the target several principles were set. Principles were: who will get the assistance, how the program should operate and many more. Following the set principles a total of 49.71 acres of land were recovered that owned by 106 adivasis of the project area.

However, the intention to free the adivasies from the chain of mortgage is in jeopardy. One of the alarming concerns is that those who free themselves from the chain of land mortgage are not trained not to enter again in the viscous circle of mortgage.

7.5 Awareness Program Organized by the SDP

The pre-project survey report stated that the extent of gender disparity and the violation of human rights are the regular phenomenon that has been observed in the adivasies communities. Report further pointed-out that violation of human rights are also acutely depicted in everyday social norms of the adivasis. As a result, social discrimination is a common story among the adivasies of the project area. In support of the observation that made by the pre-project designer a logical sequence of social discrimination is presented and it is clearly established that because of the lack of awareness the adivasies are being exploited not only in the domain of economic life but also in social life. To increase the level of social awareness – particularly about land, leadership and right – SDP organized training sessions in various fields. Following table presents the data of awareness training.

Table 4: Awareness Program Organized by the SDP

Awareness Program	Number of Participant
Multiple Crop Training	169
Preservation of Land Document	674
Traditional Leaders’ Legal Awareness	655
Awareness Training on Gender-Issue	518
Awareness Training on Human Rights	633
Source: Official Record	

Table indicates about 674 adivasis received training on preservation of land documents, 655 in legal awareness, 518 in gender-issues and 633 adivasies received training on human right issues. In all areas achievement rate is more than 100 percent. It is observed from the discussions carried-out between the Manjhi Parishad and the local project administration that the social awareness programs are effective in understanding the rights that recognized under the Constitution of the Peoples Republic of Bangladesh.

However, the duration of the training programs were so short (2 to 3 days) that only helped the adivasis to have the introductory information. To reach to a productive level the training program should continue more and a regular monitoring program may be introduced.

7.6 Credit Activities

Data from official documents indicate that 550 adivasis were given credit of which 106 were to release their mortgaged land, 372 adivasis to cultivate their land using modern approach, 37 adivasis to purchase sewing machine, and 35 to start small business. A total of Tk. 2702600.0 disbursed as credit among the adivasies of which about 90% (Tk. 2411000.0) delivered as primary credit and rest (Tk. 291600.0) disbursed as service value. Out of the total amount that delivered as credit value 59% (Tk.1587390.0) recovered from the credit market and rest amount i.e. 41% (Tk. 1115210.0) is still in use. Credit recovery rate stands, as of today, to more than 93%. To make the credit payment productive the team observed that the deposit amount of the members savings may increase from Taka 2.0 to Tk. 10.0.

7.7 Traditional Social Institutions

The basic structure of social organization that used to operate within the traditional Santal Community is known as Manjhi Parishad (MP). Executive structure of the MP is composed of seven members namely Manjhee (village headman), Paranik (deputy village headman), Jogmanjhi (who controls the village youths and socio-cultural program), Jogparanik (deputy of the Jogmanjhi), Godet (peon), Naek (ritual leader), Kudam Naek (deputy ritual leader). Above the MP the Pargana Parishad manages the social rituals of the community. Another dimension of the Santal traditional institutional structure indicates that Tola Jot is the basic village-based social unit based on which MP is composed. Although the structures were there but because of the influence of the main stream social forces traditional social units were not functioning according to the need. The SDP decided to revive the traditional social units, and further, aimed to disseminate social cohesion knowledge to materialize the main goal – uplifting the lives of the Santals of the area.

Data indicates that during the project period 15 MPs are reorganized and 30 Tola Jots have been formed where in each Jot on average 20 villagers are included. In the process, a total 618 villagers are brought under the practice of Tola Jot and the members took part in meetings about 205 times. Activities of the Tola Jots, as observed by the evaluation team, indicate that although the Jots are formed scientifically but they require more monitoring from the side of project implementation. It came out in the discussions that if the monitoring activities are carried-out regularly the result of the implementations, particularly the awareness related programs, will produce more positive impact than it is producing now.

7.8 Programs Related to Traditional Social and Political Awareness

To increase the level of social cohesion among the adivasies the SDP organized both national and international indigenous days. Throughout the duration of the project (from 2005 to 2007) 30th January of the years 2006 and 2007 organized as national day, locally known as Sidhu Kanuh day, and 8th August as international day have been observed. During the day of observation public meetings, colorful rallies are organized. Local government and non-government officials as well as local elite took part in the meetings and rallies and encouraged the adivasies to remember the heroes of the land.

7.9 Budget and Expenditure of the Project

To implement the project objectives a three-year budget plan was approved by the BNELC-DF Board members involving BD Tk. 10,289,655.0. However, due to inflation donor agency contribution raised a little amount which is more than the approved budget (BD TK. 10,364,326.54). It may also be noted that GOB approval for the said inflation amount has been taken in due course. In the first year (2005) of the project 25.6% (BD Tk. 2,653,293.27), second year 38.6% (BD Tk. 3,997,159.47) and in third year 35.8% (BD Tk. 3,713,873.8) funds were received respectively. In regards to expenditure data indicates that the project management was very cautious in using fund. Cautious use of fund indicates that the expenditure not only did not cross the contributed amount but also saved 10.7% (BD Tk. 1,115,647.74) out of total contribution. The trend has been depicted in year-wise use of fund (Table: 5).

Table: 5 **Budget, contribution and expenditure of the project (in BD Taka)**

Year	Approved Budget	Fund Received	Expenditure	Balance
2005	2649565.0	2653293.27	2487489.50	165803.77
2006	3934690.0	3997159.47	3890213.50	106945.97
2007	3705400.0	3713873.80	2870975.80	842898.00
Total	10289655.0	10364326.54	9248678.80	1115647.74

Source: Official Document

8. Issues of Assessment and Observations made by the Team

S/N	Issues of Assessment	Team's observations	Recommendations
1	<i>Assess the relevance of the project profile as stated in the Project Document of SDP. Is this project meeting felt and voiced need of the target group?</i>	<p>The SD project is very much relevant for the area. The people of the area are relatively poor and unaware compared to the people of surrounding upazilas. Within the area Adivasis (Santal and others) are poorer than the non-adviasis. Therefore, implementations of the project policies definitely brought the adviasis of the area under a changing process that leading them towards self-reliant norms.</p> <p>The project is meeting the need of the target group. By providing skill training in different trades the project is making the adviasis more empowered in regards to technical knowledge which in return enabling them to employ themselves in the local job market. Moreover, not only skill training but also training and education about land rights, awareness about traditional social institutions empowered the adviasis compared to their pre-training position.</p>	<p>To keep the trend (Capacity building, land retention and social awareness) of empowering the adviasis families, the project implement supports may continue for the next few years.</p> <p>Continuous close supervision of the PIC members is needed to enhance existing knowledge and capacity building process.</p>
2	<i>Assess whether the Project Document has been followed and whether deviations have been duly reported and reasons given to donor.</i>	<p>Implementation of the project policy has not only been supported by the Project Document statement but also achieved its target. For example, according to the PPD the number of target beneficiary, in different trades, was set to 144 but the number increased to 171 (19% increase). This positive deviation has been duly reported in project documents.</p>	<p>Positive deviations if any, may always be reported in the project documents.</p>
3	<i>Assess the selection process of beneficiaries, and whether the set criteria have been followed and further whether certain faith based groups have</i>	<p>In selecting the trainees six criteria (pp.13-14) were set in PPD. Of the criteria adviasies, age, willingness, education and income factors are followed properly.</p> <p>In regards to faith (ethnic faith i.e. Santal or adviasies) the project followed meticulously the PPD instruction</p>	

	<i>got preference.</i>		
4	<i>Assess the project approach, and whether the target group has been involved in an appropriate way. Is the target group pleased with the project approach?</i>	<p>The project followed the implementation strategy as designed in PPD. In the process the target groups at grassroots level are consulted.</p> <p>Project beneficiaries are pleased with the process. During the face-to-face discussions with the local people they shared that they are happy with the local project leaders' involvement.</p>	Local Leaders can play key role in solving locally raised social problems, especially on minority issues. So, in designing new project there may be more room for the local leaders where they can maneuver the social norms towards solving the problem.
5	<i>Assess whether human and monetary resources have been utilized well and according to Annual Plans and Budgets.</i>	<p>Human and monetary resources are utilized as per the PPD. In some cases monetary resources are over-utilized. For examples, in cases of vocational training and awareness training the number of training recipients crossed the optimum level.</p> <p>Expenditure pattern indicates that the project implementation authority was very cautious in spending fund.</p>	
6	<i>Assess the overall impact of the project and consider whether there are any positive or negative results of the project that was not planned or intended.</i>	<p>Overall impact of the project is very positive. The adivasis of the area are now more disciplined and organized than before. Their attitude towards "right" (odhikar) norms made them more self critical and empowered. They enjoy their Tola Jot meetings where they open their hearts and share their problems in front of the project activists.</p> <p>One of the significant achievements of the project that has not been intended is the "development of social cohesion" among themselves. This gives the adivasies an invisible social power that unites them together</p>	Left out 90.0% adhivasi families of the project areas may be included in the new/extended project in different phases and provide them support using integrated approach.

		<p>Net-work among the GOs and NGOs has been established to carry-out the development activities of the area. As a result, the adivasis of the area getting more and more social support to change their lives towards modernization.</p> <p>After receiving the training from the project trained adivasis are moving out of their area and in the process they are disseminating their technical knowledge to other areas.</p>	
7	<p><i>Assess the sustainability and long term effect of the project on the village level.</i></p>	<p>The issue of sustainability of the project outcome can be seen into two ways: permanent and temporary. The impact of trade training (permanent) will sustain as long as the trainees want to use their knowledge in the job market.</p> <p>On the other, the impact of knowledge (temporary) that the trainees received on human rights, community organization, and even the national day of the adivasis will not sustain if the dissemination process and proper monitoring do not continue at least for next few years.</p>	<p>For sustainability and long term effect, support from project like SDP/ICCB may continue for a longer period.</p> <p>Specialized Education materials may also be developed to sustain adhibasi culture; to raise awareness on their rights (i.e land user rights, human and social rights).</p> <p>Working capital support for the vocationally trained poor may also help them to be self employed and also create employment opportunities for the other adivasis.</p>

8	<i>Review loan agreements and criteria for obtaining loan and assess whether they are followed.</i>	Loan repayment schedule has been followed properly. Further, if the payment follow the loan agreement format that used by the recognized MFI will strengthen the existing loan practice of the SDP.	Recognized MFI reporting format (PKSF supported POs) may be used to carry-out the loan activities of the project.
9	<i>Assess the role of the DF Board in the implementation of this project.</i>	DF board members are involved with the project implementation. However, their direct involvement with the projects will produce more positive impact	DF member visit more frequently the project beneficiaries/activities may help to revise project implementation strategies/guideline, if and when needed.
10	<i>Assess the administration and finance control; systems, procedures and transparency, and recommendations for improvements of the same.</i>	After examining the finance related documents the team observed that the project has been maintaining finance document as per the rules set down in the financial manual of BNELC-DF. SDP project fund clearance and approval taken from the NGO Affairs Bureau of GoB has also been checked and verified with the utilized fund that allocated by the Donor agency.	Accounting records and documents check by the top management staff on a regular basis may help more transparency and accuracy.
11	<i>Assess the qualifications, motivation and commitment of the staff and recommendations for improvements of the same.</i>	Project staffs are well qualified and their level of motivation is high.	-

12	<i>Are there other lessons learnt through this Pilot Project?</i>	<p>Three areas should receive more importance. The areas are; knowledge dissemination, maintaining of local level implementation records and regular monitoring from the apex body.</p> <p>Further, one of the significant lessons learned for the project is that in a adivasi and non-adavasi community, if development implement only touches a part of the community (i.e. in this case adavasi) the other community (i.e. the Bangalee community) will feel left out which is not appropriate to maintain a social cohesion. Therefore, both adivasi and non-adivasi members should be brought under the domain of development implementation.</p> <p>In addition, long term vocational training for the unemployed adivasis brought positive changes. Trained adivasis not hesitating to work in non-adivasi trades (i.e. saloon, machanics, carpenter, etc.) and now a days unemployed adivasis adult are showing interest to received long term vocational training on various trades. More over, trained adivasis are working in other districts than their project areas which helps them to be more self reliant.</p>	<p>All social conflicts may be recorded by the project officers and suggestions to minimize the conflict-gap should be advised.</p> <p>In preparing adivasis group/Jot discussions should be carried-out involving both adivasis and non-adivasis of the area.</p> <p>Establishing Vocational trade school in project areas on regular basis may help adivasis to be more self reliant.</p>
13	<i>Recommend how lessons learnt from this project should influence on the project profile of the new ICCB</i>	<p>The evaluation team learned several aspects from the project. Those are mainly concerns with health, culture activities, social awareness. In regards to child and maternity health problems are seen most acute in the area. Social institutions are not organized and observed frequently. Maintenance of everyday record is also lacking. Further, all implementations are introduced from the above and only 4% of the total adivasi of the project are included in the implementation process.</p>	<ul style="list-style-type: none"> ▪ Social and cultural activities may also be organized more frequently and spontaneity ▪ Maintaining of everyday record may be included. ▪ More adivasis may be included in the project activities <ul style="list-style-type: none"> ▪ credit support for IGA may help to enhanced sustainability of the project beneficiaries.

9. Conclusion :

We express our thanks to the beneficiaries staff members, volunteers, Board Member of BNELC-DF and local elites in the project area for their supports and cooperation during field study.

The impact assessment team feels that BNELC-DF has made good effort to implement the project successfully (SIP). The achievement of the project is very good. However, the effort should continue to have better results/ impact in future, the team recommends that the project needs to be continued for adivasis development.

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Team Member

10. References

Santal Dedelopment Project (Pilot Project Document), BNELC-DF (2005-2007)
Annual Report, 2006, BNELC-DF
Progress Report (From 2005 to Oct. 2007), Santal Development Project

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