

Third Party Evaluation Report 2017  
Ministry of Foreign Affairs of Japan

## **Country Assistance Evaluation of India**

February 2018

Foundation for Advanced Studies  
on International Development

## Preface

This report, under the title “Country Assistance Evaluation of India”, was undertaken by Foundation for Advanced Studies on International Development, entrusted by the Ministry of Foreign Affairs of Japan (MOFA) in fiscal year 2017.

Since its commencement in 1954, Japan’s Official Development Assistance (ODA) has contributed to the development of partner countries, and has contributed to bringing solutions for international issues which vary over time. Recently, in both Japan and the international community, implementing ODA requires higher effectiveness and efficiency. MOFA has been conducting ODA evaluations every year, of which most are conducted at the policy level with two main objectives: to improve the management of ODA; and to ensure its accountability. The evaluations are conducted by third parties, to enhance transparency and objectivity.

This evaluation study was conducted with the objective of reviewing Japan's overall policies on assistance to India, including the Country Assistance Policy for India from FY2012 to FY2016, drawing on lessons from this review to make recommendations for reference in policy planning and its effective and efficient implementation of future assistance to India by the Government of Japan, and ensuring accountability by making the evaluation results widely available to the general public.

Professor Kaoru Hayashi of Faculty of International Studies, Bunkyo University served as a chief evaluator to supervise the entire evaluation process, and Professor Rie Makita of Faculty of International Social Science, Gakushuin University served as an advisor to share her expertise on South Asia. They have made enormous contributions from the beginning of the study to the completion of this report. In addition, in the course of this study both in Japan and in India, we have benefited from the cooperation of MOFA and Japan International Cooperation Agency (JICA), as well as government agencies in India, donors, and non-governmental organizations (NGOs). We would like to take this opportunity to express our sincere gratitude to all those who were involved in this study.

Finally, the Evaluation Team wishes to note that opinions expressed in this report do not necessarily reflect the views or positions of the Government of Japan.

February 2018

Foundation for Advanced Studies on International Development

Note: This English version of the Evaluation Report is a summary of the Japanese Evaluation Report of “Country Assistance Evaluation of India”.

## Country Assistance Evaluation of India (Brief Summary)

### **Evaluators (Evaluation Team)**

- Chief Evaluator: Kaoru Hayashi, Professor, Bunkyo University
- Advisor: Rie Makita, Professor, Gakushuin University
- Consultant: Foundation for Advanced Studies on International Development

### **Period of the Evaluation Study**

June 2017–February 2018

### **Field Survey Country**

India



【Hogenakkal Water Supply and Fluorosis Mitigation Project】

### **Background, Objectives and Scope of the Evaluation**

Japan is assisting India in the three priority areas, (1) “enhancing connectivity,” (2) “strengthening industrial competitiveness” and (3) “supporting sustainable and inclusive growth,” defined in the Country Assistance Policy (currently Country Development Cooperation Policy) for India. As Japan assists India in a wide range of areas, the Evaluation Team evaluated the performance of Japan’s assistance in Priority Area 3 based on the results of the field study in order to prepare valuable recommendations for future assistance.

### **Brief Summary of the Evaluation Results**

#### **●Development Viewpoints**

##### **(1) Relevance of Policies (Rating: B)**

Japan’s Country Assistance Policy for India is highly consistent with the development policies of India and it conforms to the development needs of India, including poverty reduction and the improvement of basic social services. The Evaluation Team has found that the country assistance policy is highly consistent with the high-level cooperation policies of Japan and international priority development issues. Meanwhile, the team recommends that a roadmap to solve development issues in each program in Priority Area 3 be developed and specified for the achievement of the goals.

##### **(2) Effectiveness of Results (Rating: B)**

The Evaluation Team has confirmed the results of assistance in all programs of Japan for agricultural and rural development, improvement of basic social services, forest resource management, development of water supply and sewerage system/ improvement of hygiene/pollution control and disaster management. In the forest resource management sector, afforestation conducted with Japan’s assistance in the period covered by this evaluation accounts for 27% of the afforestation planned by the Government of India. A total of 15.07 and 10.57 million people have benefited from the waterworks and sewerage development projects, respectively, and these projects have brought various positive results including the decrease in the cases of waterborne disease.

##### **(3) Appropriateness of Processes (Rating: B)**

The Evaluation Team has confirmed that the Government of Japan had maintained close communication with the Government of India and the relevant Japanese organizations for the preparation of the Country Assistance Policy for India and, as a result, India’s development needs are reflected in the policy. The team has also confirmed that Japan’s assistance to India has been implemented efficiently and effectively with integrated use of different characteristics of various assistance schemes.

#### **●Diplomatic Viewpoints**

Both India and Japan appreciate the values of democracy, human rights and market economy and recognize each other’s importance in the national security. The relationship between India and Japan has been strengthening through frequent summit diplomacy of the two countries in recent years and the Government of Japan has upgraded the relationship to a “Special Strategic and Global Partnership.” In an opinion

poll conducted in India, Japan was selected as “the most important partner of India at present” and “the most important partner of India in the future.”

Japan’s assistance in the area of “supporting sustainable and inclusive growth” has high diplomatic importance from the viewpoints of realizing the philosophy of Japan’s development cooperation, political, economic, security and social relationships between India and Japan, and goals of the international community. The increases in investment from Japan to India and the number of Japanese companies doing business in India can be considered indirect impacts of ODA.

## **Recommendations**

### **1. Recommendations Concerning Future Policies and Strategies**

#### **(1) Assistance in Agriculture Focused on Increasing Productivity and Value Addition**

The current strategy of providing comprehensive assistance in the process from production to processing and distribution of crops shall be strengthened to assist the development of market-oriented agriculture, production of high value-added crops and use of Japanese technologies for efficient use of water resources and land.

#### **(2) Comprehensive Review of the Results of the Assistance and Specification of the Future Strategy in the Forest Resource Management Sector**

The results of the assistance provided so far shall be reviewed. Venues to share the results with a wide variety of stakeholders shall be created to disseminate the results to them. In addition, medium-to-long-term goals of the forest resource management program led by Japan shall be specified.

#### **(3) Study on Implementation of Environmental and Disaster Management Education**

A study shall be conducted on the feasibility of implementing environmental and disaster management education as a multi-program project in which educational activities to advise people of the water storage function of forests are integrated.

#### **(4) Strengthening Cooperation in Air Pollution Control**

A study shall be conducted on strengthening the cooperation in air pollution control in cities including Delhi.

#### **(5) Review of All Programs in Priority Area 3**

For the effective and efficient achievement of the goals in Priority Area 3, the assistance policy for and distribution of assistance to each program shall be reviewed with its strategic priority level for Japan taken into account.

### **2. Recommendation on Assistance Implementation Process**

#### **(1) Innovation of Public Relations Activities**

Because results of the assistance in the area of “supporting sustainable and inclusive growth” are less visible than those of large-scale infrastructure development projects, innovative methods of public relations shall be used to disseminate the performance of Japan’s assistance in the area to the public.

#### **(2) Staffing of JICA India Office**

Personnel required for promoting the use of local NGOs and social enterprises and public-private partnerships and increasing the number of Japanese companies doing business in India shall be assigned to JICA India Office.

#### **(3) Timely Revision of Country Assistance Policy**

“The Country Assistance Policy for India” shall be revised as required before the scheduled time of regular revision because of the importance of India as a development partner of Japan and the high pace of economic development.

#### **(4) Description of Points to Consider in the Infrastructure Development Sector in the Country Assistance Policy**

When the “Country Assistance Policy for India” is renewed or revised next time, the possibility that infrastructure development projects can contribute sufficiently to the inclusive and sustainable growth and the need to consider ways to realize shall be added to the policy as points to consider at the time of the formulation of such projects.

For example, at Delhi-Metro, women-only cars are available all day which makes commuting to school and work safe for women. Also, relatively low train fare compared to other means of transportation made it possible for the poor to take metro.



Rajasthan Forestry and Biodiversity Project



Bisalpur Jaipur Water Supply Project



Improvement of the Institute of Child Health and Hospital for Children, Chennai

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# Chapter 1 Objectives and Policies of the Evaluation

## 1-1 Background and Objectives of the Evaluation

India is one of the most important development partners of Japan. Japan's contribution to the development of India is based on the values shared by two countries, including democracy, respect for human rights and market economy, and the concept of complementarity of utilizing advantages of both countries effectively. The development cooperation between the two countries is an important component of "Japan-India Special Strategic and Global Partnership." Japan is assisting India in the three priority areas, 1) "enhancing connectivity," 2) "strengthening industrial competitiveness" and 3) "supporting sustainable and inclusive growth," based on the Country Assistance Policy for India (formulated in March 2016).

Despite its rapid economic development, India still has a large population of poor people. More than 300 million people in India are living below the poverty line and 80% of them live in rural areas. In relation to the above-mentioned Priority Area 3, the Government of India has specified the growth in the agriculture sector, improvement of the health care sector, solution of environmental problems (improvement in forest resource management and waste management and reduction in air pollution) as priority issues in its 12th Five-Year Plan (April 2012-March 2017).

Since Japan assists India in a wide variety of areas and the evaluation had to be completed with limited budget and time, the Ministry of Foreign Affairs of Japan selected Priority Area 3, "supporting sustainable and inclusive growth," as the focal point of the evaluation. From the developmental viewpoint, the Evaluation Team first evaluated the relevance of the assistance policy, and then, evaluated the performance of the assistance in the selected area comprehensively based on the results of a field study to prepare valuable recommendations on the policy.

## 1-2 Scope of the Evaluation

The scope of this evaluation consists of the relevance of Japan's policy for assistance to India, the policy on one of the priority areas in "Country Assistance Policy for India," "Priority Area 3, supporting sustainable and inclusive growth," and the performance of the policy. As the current "Country Assistance Policy for India" was prepared to be consistent with the 12th Five-Year Plan (April 2012-March 2017) of India, the team evaluated Japan's assistance provided in the five-year period from the commencement of the

five-year plan in April 2012 to March 2017. However, the team included projects, which were in progress as of April 2012 in the evaluation regardless of the time of their commencement and used projects completed before March 2012 as reference, as the need arose.

### 1-3 Methodology of the Evaluation

#### 1-3-1 Framework of the Evaluation

The team evaluated Japan's assistance to India from a) the developmental viewpoints (relevance of policies, effectiveness of results and appropriateness of processes) and b) the diplomatic viewpoint in accordance with the "ODA Evaluation Guidelines, 10th Edition (June 2016)."

Because the current "Country Assistance Policy for India," the policy to be evaluated in this evaluation, was prepared only a little more than a year ago, it is too early to evaluate the performance of this policy. The analysis of the policy framework of the preceding "Country Assistance Program for India" prepared in May 2006 reveals that Priority Area 3 of the current program, "supporting sustainable and inclusive growth," corresponds to Priority Area 2, "improvement of the poverty and environmental issues," of the 2006 version.<sup>1</sup> Therefore, the priority area to be evaluated is considered a policy area continuously mentioned from the "Country Assistance Program for India (2006)." These two policies are depicted systematically in Figure 1.

#### 1-3-2 Implementation Procedures of the Evaluation

The Evaluation Team conducted the study between June 2017 and February 2018 under the supervision of the Chief Evaluator and the Advisor. The team held four consultation meetings with the staff of relevant divisions of the Ministry of Foreign Affairs of Japan and relevant staff of JICA, shared the data on the progress of the study with them, collected their comments and opinions on the study results and finalized the contents of the reports incorporating these comments and opinions. The table below (Table1) shows the criteria used for the rating.

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<sup>1</sup> However, Priority Area (2) (c) "Assistance for Renewable Energy and Energy Saving" in the 2006 version is included in Priority Area 2, "strengthening industrial competitiveness" in the 2016 version.

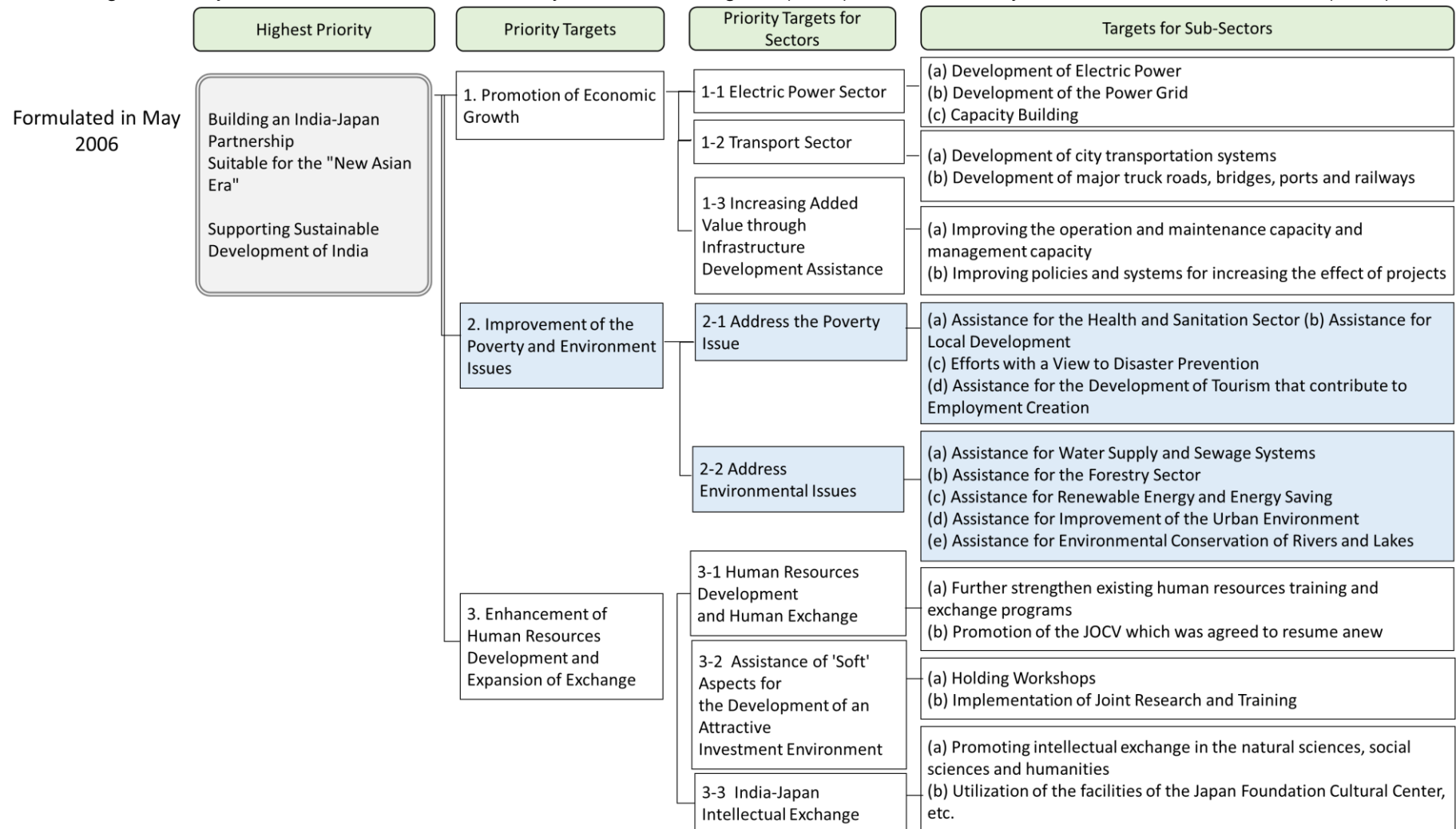


Table 1 Evaluation Viewpoints and Rating Scale

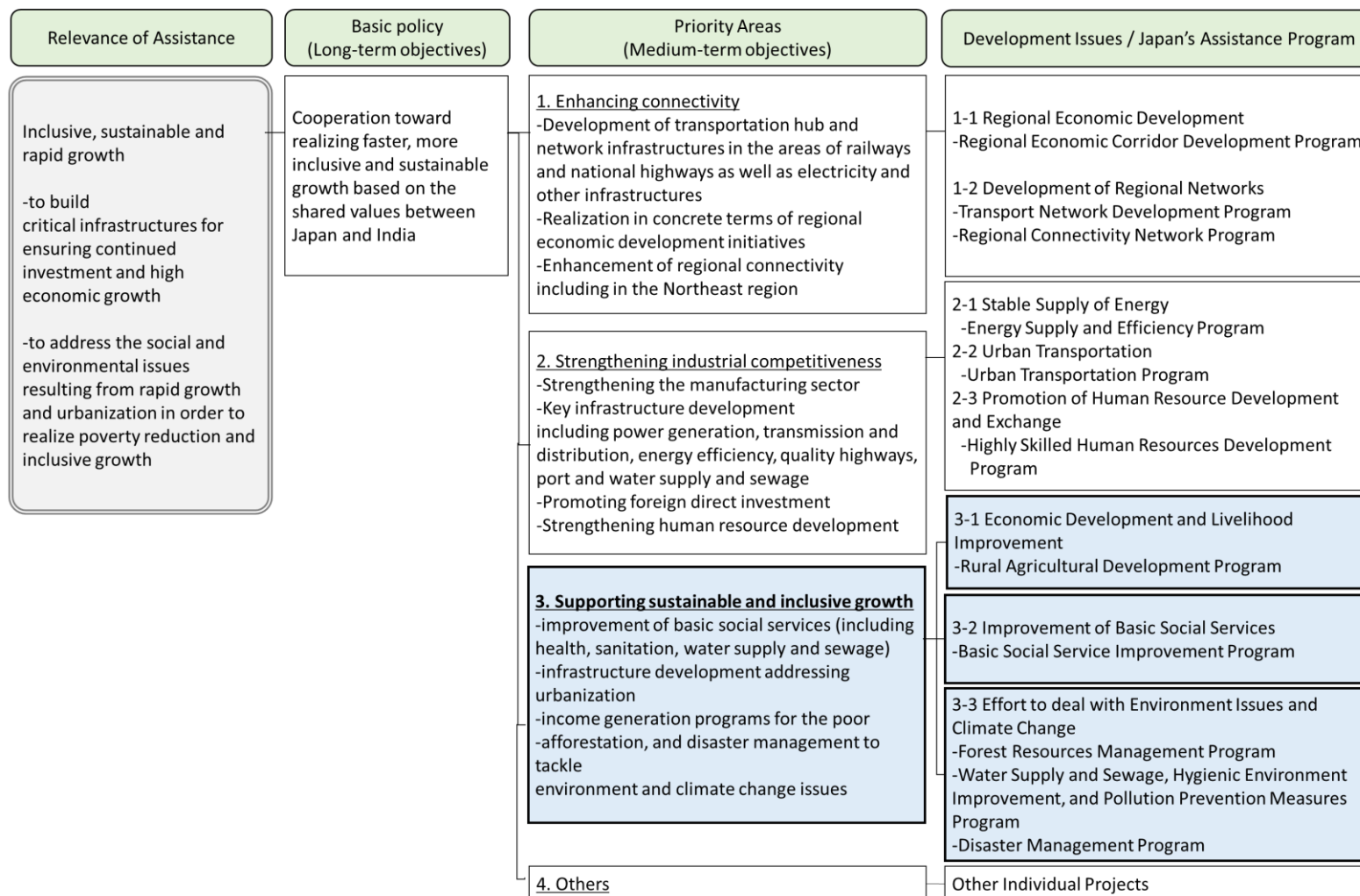
Evaluation Viewpoints	Rating Scale
Relevance of Policies	<p><b>Highly satisfactory:</b> Obtained an evaluation of “extremely high” for all items.</p> <p><b>Satisfactory:</b> Obtained an evaluation of “high” for most items.</p> <p><b>Partially unsatisfactory:</b> Obtained an evaluation of “high” for more than one item, but issues to be improved are confirmed in some areas.</p> <p><b>Unsatisfactory:</b> Obtained an evaluation of “low” for more than one item.</p>
Effectiveness of Results	<p><b>Highly satisfactory:</b> An extremely large effect was confirmed in all evaluation criteria.</p> <p><b>Satisfactory:</b> Significant effect was observed in most evaluation criteria.</p> <p><b>Partially unsatisfactory:</b> Some effect was confirmed in more than one evaluation criterion, though there are issues to be improved in some areas.</p> <p><b>Unsatisfactory:</b> Not obtained any noticeable effect in more than one evaluation criterion.</p>
Appropriateness of Processes	<p><b>Highly satisfactory:</b> Obtained an extremely high evaluation for all items in the implementation process.</p> <p><b>Satisfactory:</b> Obtained a high evaluation for most items in the implementation process.</p> <p><b>Partially unsatisfactory:</b> Obtained a high evaluation for more than one item in the implementation process, but there are issues to be improved in some areas.</p> <p><b>Unsatisfactory:</b> Not implemented appropriately for more than one evaluation criterion.</p>

Source: Ministry of Foreign Affairs of Japan, translated by Evaluation Team

Figure 1 Objective frameworks of the Country Assistance Program (2006) and the Country Assistance Policies for India (2016)



**Formulated in  
March 2016  
(Current)**



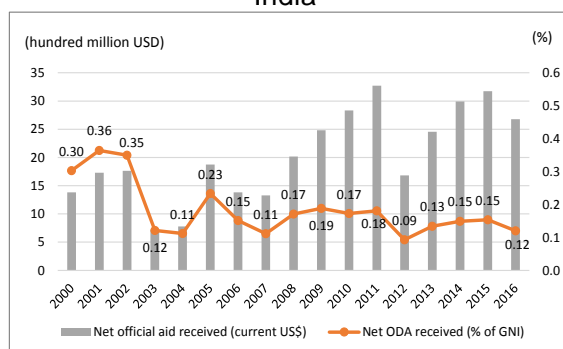
Source: Evaluation Team. Compiled from the Country Assistance Program (2006) and the Country Assistance Policies (2016)

## Chapter 2 Overview of ODA Trends in India

### 2-1 ODA to India

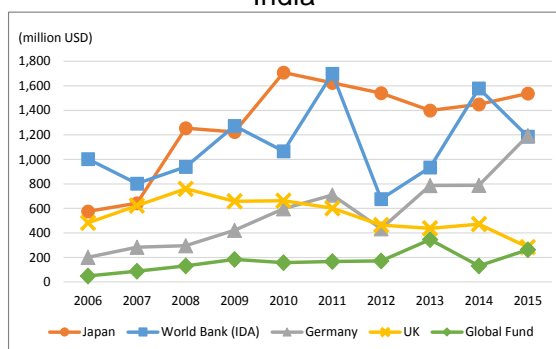
Because the Government of India promotes self-help economic development as its basic policy, the percentage of net ODA received to the government expenditure is 0.8% (2013)<sup>2</sup> and the percentage of net ODA received to GNI has been within the range between 0.1% and 0.4% (Figure 2). Assistance to economic infrastructure development has increased as the economic development progresses. Meanwhile, as India still has many poor people, ODA in the areas where private funds are rarely invested, such as the social development area including health care and education and disaster recovery assistance that contribute to poverty reduction is accepted by the Government of India as a means to solve problems in India directly.

Figure 2 Net ODA received by India and the percentage of ODA received to GNI of India



Source: World Bank, World Development Indicator Database

Figure 3 Amount of ODA provided by major donors and international organizations to India



Data based on gross disbursement.  
Source: OECD Stat

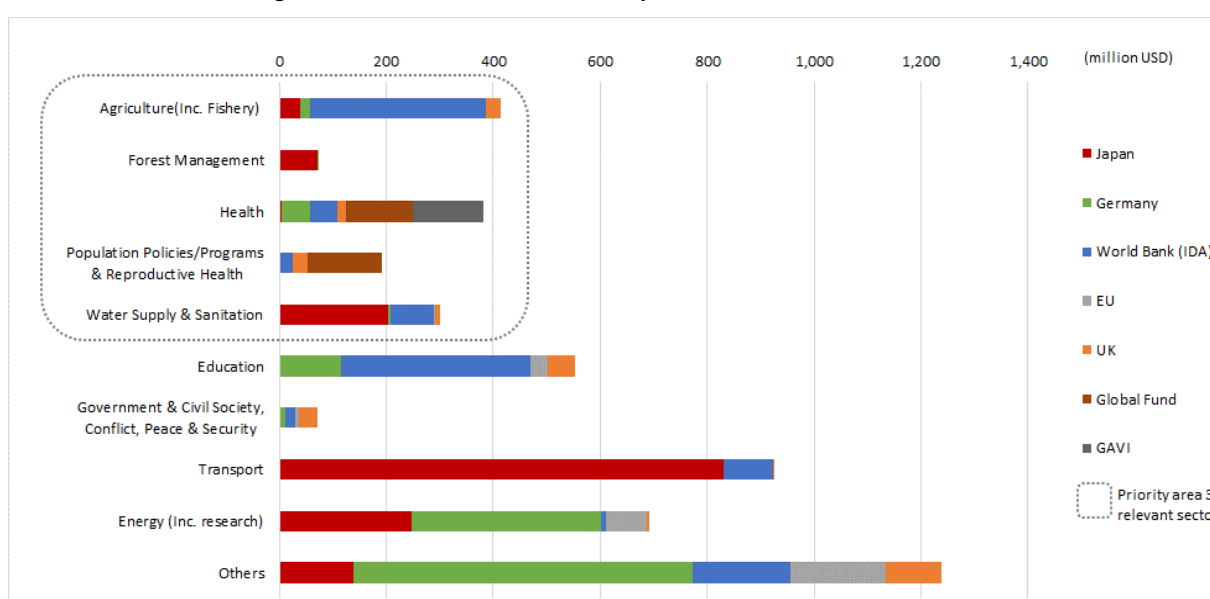
The changes in the amount of assistance to India from major donors reveal that Japan is the largest bilateral donor to India, followed by Germany and the United Kingdom. Germany, which focuses on assistance to the use of renewable energy and climate change mitigation in India, has increased assistance to India in recent years (Figure 3). On the other hand, the amount of assistance to India from the United Kingdom, the former colonial power of India, has remained small as the United Kingdom government decided to terminate large-scale projects and loan projects in India in 2015. Among the international organizations, the International Development Association (IDA), a member of the World Bank Group, provides the largest amount of assistance to India, followed by international organizations specialized in assistance in the health

<sup>2</sup> World Bank, World Development Indicator

sector, the Global Fund (The Global Fund to Fight AIDS, Tuberculosis and Malaria) and GAVI, The Vaccine Alliance (the Global Alliance for Vaccines and Immunization).

The Evaluation Team studied the assistance to India in the sectors related to Priority Area 3 of Japan's Country Assistance Policy for India, which was in the scope of this evaluation. Figure 4 showing the assistance of donors and international organizations in various sectors in 2015 reveals that, while Japan's assistance accounted for more than half of the total amount of assistance in the forest management and water supply/sanitation sectors that in the health and agriculture sectors was small.

Figure 4 State of aid to India by donor and sector in 2015



Source: Data based on gross disbursement prepared by the Evaluation Team from the data of OECD-DAC CRS

## 2-2 Japan's ODA to India

### 2-2-1 Japan's ODA policy

As the period for the evaluation was between April 2012 and March 2017, the Evaluation Team analyzed not only the current "Country Assistance Policy for India" (formulated in March 2016), a subject of direct evaluation, but also the preceding "Country Assistance Program" (formulated in May 2006).

#### (1) "Country Assistance Program for India" (formulated in May 2006)

"Japan's Country Assistance Program for India" described "building an India-Japan partnership suitable for the new Asian era" and "supporting sustainable development of India" as the highest priority issues and "1.

Promotion of Economic Growth,” “2. Improvement of the Poverty and Environment Issues” and “3. Expansion of Human Resources Development and Human Exchange” as the priority targets.

The program described the two points, “(1) Address the Poverty Issues” and “(2) Address Environmental Issues,” as the priority sector targets in “2. Improvement of the Poverty and Environment Issues.” To “(1) Address the Poverty Issues,” Japan assisted health care and sanitation, rural development, disaster management and the tourism development that was expected to contribute to the improvement of job creation, with attention paid to the points that economic growth should be achieved with sufficient consideration taken for socially vulnerable people and that there were conditions to be satisfied for the benefit of the economic growth to reach the poor. To “(2) Address Environmental Issues,” in order to deal with environmental pollution, deterioration of urban environment and reduction in biodiversity caused by the population growth and the resultant increase in energy consumption, Japan provided assistance in the areas of water supply/sewerage, forest sectors, renewable energy, energy saving, improvement of urban environment and protection of river and lake environment.

## (2) “Country Assistance Policy for India” (formulated in March 2016)

The current “Country Assistance Policy for India” describes the implementation of “Cooperation toward realizing ‘faster, more inclusive and sustainable growth’ based on the shared values between Japan and India” as the basic policy (long-term objective) and the three Priority Areas mentioned in Chapter 1 as the priority areas (medium-term objectives).

Japan intends to provide assistance that will contribute to the improvement of basic social services, poverty reduction and development of the social sector within the scope of this evaluation, Priority Area 3, “supporting sustainable and inclusive development,” aiming at making the economic growth sustainable and its benefit shared and enjoyed equitably by all the people. Japan is also promoting cooperation in such areas as the water supply and sewerage, afforestation, and disaster management to tackle environmental and climate change issues. The Country Assistance Policy for India specifies (a) economic development and improvement of livelihood in rural areas, (b) improvement of basic social services and (c) response to environmental problems and climate change as the development issues (short-term objectives) for supporting sustainable and inclusive growth.

## 2-2-2 Performance of Japan's Assistance to India

Japan's assistance to India has a long history as it began in 1958 with the provision of Japan's first ODA loan to India. As mentioned above, Japan is the largest bilateral donor to India. The total amount of ODA from Japan to India in the 10-year period between 2006 and 2015 was approximately US\$ 13 billion, which corresponded to approximately 10% of the total disbursement on bilateral assistance of Japan in the period. Meanwhile, the amount of assistance received from Japan accounted for 30% of the total amount of assistance India received from donor countries and international organizations. The amount of assistance provided by Japan to India has been on the increase in recent years, with the exception of FY2010 when the Great East Japan Earthquake caused serious damage in Japan and FY2014 when a new administration was established in India (Table 2).

Table 2 Performance of Japan's assistance to India by type of assistance (by FY)

FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2006~2015 Total
ODA Loans (hundred million yen)	1,848.93	2,251.30	2,360.47	2,182.17	480.17	2,898.37	3,531.06	3,650.59	1,186.43	3,664.78	24,054.27
Grant Aid (hundred million yen)	5.96	3.97	4.28	4.66	11.59	2.78	1.04	16.62	2.17	1.58	54.65
Technical Cooperation (hundred million yen)	25.35	21.6	24.51	31.94	22.12	34.69	33.01	43.62	44.86	50.97	332.67
Acceptance of Technical Training Participants (person)	1,410	1,186	1,527	1,344	1,396	268	363	234	282	301	8,311
Dispatch of Experts (person)	76	75	167	168	205	232	321	330	288	331	2,193

Source: Data based on MOFA ODA Data Book, Annual Report of JICA and information provided by MOFA Country Assistance Planning Division 2, prepared by the Evaluation Team

Japan has provided India with grant assistance in the forms of General Grant Aid, Grant Aid for Grassroots Human Security Projects, Grant Aid for Japanese NGO Projects, and Emergency Grant Aid. However, the amount of the grant assistance accounts for a very small portion of the total amount of ODA to India. Although Technical Cooperation also accounts for a small portion of Japan's assistance to India, it has been implemented in such forms as technical cooperation projects for the maintenance and management of infrastructure developed in the associated ODA loan projects, acceptance of technical training participants and dispatch of Japanese experts for the capacity development.

In Priority Area 3, ODA loan assistance accounts for the largest portion of Japan's assistance in terms of type of assistance. However, not only facility construction but also Soft-Components have been incorporated in ODA loan assistance, for example, the improvement of livelihood, capacity development in forest resource management, and facility maintenance and management in

the agriculture, forest resource management, and water supply/sewerage sectors.



## Chapter 3 Results of the Evaluation

### 3-1 Relevance of Policies

India is one of the most important development partners in the areas of politics, economy and security, and Japan's Country Assistance Policy for India is designed to contribute to further development of India.

The objective of the Country Assistance Policy for India is to contribute to inclusive and sustainable growth of India emphasized in the 12th Five-Year Plan (2012-2017) and Three-Year Action Agenda 2017-2020 of the Government of India. This fact shows that the Country Assistance Policy is highly consistent with the development policies of India. The above-mentioned programs in Priority Area 3, in particular, are consistent with the efforts for poverty reduction and the concept of "Participation of All and Development of All" of the Government of India. Meanwhile, roadmaps for the achievement of objectives of some of the programs are not specific enough.

The Country Assistance Policy for India is highly consistent with the high-level assistance policies of Japan including the Development Cooperation Charter and the Priority Policy for Development Cooperation FY2017 and its targets are also consistent with the targets of SDGs, a set of international priority issues. In addition, as the problems of poverty in India are recognized as priority issues by international organizations and donor countries, Japan's Country Assistance Policy for India is consistent with the international trends on this point.

A relative advantage of Japan's assistance is found in the combined use of ODA loan assistance and technical cooperation, a unique characteristic of Japan's assistance not seen in assistance of other donors, which has contributed to the realization of results of the assistance. As long-term assistance of Japan has led to accumulation of knowledge in the forest resource management and the need for Japanese technologies has been confirmed in the water supply sector, Japanese technologies in these areas are considered to have relative advantage over those of other countries.

Because of the consistency with the policies of the Government of India and high-level policies of Japan and the relative advantages mentioned above, the relevance of the Country Assistance Policy is high.

### 3-2 Effectiveness of Results

#### 3-2-1 Agricultural and Rural Development

Agricultural and rural development is one of the important issues in India as

the 12th Five-Year Plan describes the growth of the agriculture sector at an annual average rate of 4% as one of its targets. Japan provides assistance to the development of irrigation systems, introduction of small-scale drip irrigation systems with high irrigation efficiency, water user associations and farm management in rural areas, where infrastructure is underdeveloped, for the purpose of increasing people's income with the improvement of the stability and productivity of agricultural production and diversification of income sources. In accordance with the current assistance policy of providing comprehensive assistance "from infrastructure to human resource development" and "from production to sales,"<sup>3</sup> JICA is promoting assistance for the extension of the production of high value-added crops such as fruit and vegetables and diversification of markets and farm management to increase farmers' income.

The Evaluation Team has confirmed that Japan's assistance in such areas as the development of irrigation systems, transfer of farming technologies, guidance in farm management and establishment of farmers' cooperatives has contributed to the increase in farmers' income, through the increase in crop production and crop diversification. In a technical cooperation project related to ODA loan, "Technical Cooperation Project for Crop Diversification in Himachal Pradesh," activities to improve the capacity of agricultural extension workers were implemented and a planting model that facilitates production and sales of highly marketable vegetables was established in rural communities in pilot areas where irrigation facilities had been developed in the related ODA loan project. While the said technical cooperation project is still in progress at present (as of 2018), crop production doubled and farmers' income also increased in the pilot area since the beginning of the project.<sup>4</sup>

### 3-2-2 Basic Social Service Improvement Program

Japan is providing assistance focused on the improvement of access to health care services that brings direct benefit to the poor in response to the high infant and maternal mortality rates. Japan assisted the establishment of health care infrastructure in which the construction of facilities and installation of equipment were implemented with the capacity development of health workers during the evaluation period.

For example, a daily average of 1,628 children aged between 0 and 12 years visit the new outpatient ward constructed in 2016 in a General Grant Aid project, "The Project for Improvement of the Institute of Child Health and Hospital for Children, Chennai" (in Tamil Nadu) and the equipment installed in the ward in

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<sup>3</sup> "Roles of JICA in India's Development: Opportunities," JICA, August 2017, Japanese Edition

<sup>4</sup> The Project Office hearing.

the project is used for 225 cases of X-ray examination and 215 cases of ultrasonography per month. These data indicate that the project has contributed to the improvement of access to advanced public health care services of the people living in and around Chennai City. In addition, Japan is implementing an ODA loan project, “Tamil Nadu Urban Health Care Project,” for the qualitative improvement of public health care services for non-communicable disease patients in an urban area with the construction of secondary and tertiary health care institutions, installation of equipment in them and capacity development of health workers.

Meanwhile, “Integrated Nutrition Improvement Project for Children under 5 in Rajasthan” funded by the scheme of Grant Aid for Japanese NGO Projects has improved the nutritional conditions and health of children under 5 years of age in rural areas.

### 3-2-3 Forest Resource Management Program

Japan began implementing ODA loan projects in the forest sector in India in 1991. While the focus of the projects was on afforestation in the 1990’s, JFM<sup>5</sup>, a system in which the state forest departments and local communities protect and manage forests jointly while maintaining good balance between afforestation activities and income generation activities of residents in local communities, has been fully integrated in the projects since 2002. In a JFM-based forest development project, various community-based activities including those for assistance to the poor depending on forest resources, social development, capacity development of forest service officers, retention of soil water and infrastructure development are implemented. Japan is implementing assistance projects in the forest sector over the whole of India as the leading donor in the sector in the country.

In the forest resource management sector, approximately 1.34 million hectares of land has been (and is planned to be) afforested with the assistance from Japan since the assistance began. The scale of this assistance is large as this afforested land area corresponds to 26.8% of the target of the afforestation of an area of 5 million hectares of the Government of India mentioned in the 12th Five-Year Plan. The Evaluation Team has confirmed that JFM has enhanced the willingness of local residents to participate in forest conservation and protection activities further not only with resource management activities but also with the benefits such as better livelihood from JFM. These activities in forest resource management have contributed to the realization of inclusive growth by facilitating the participation of socially vulnerable people including

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<sup>5</sup> Abbreviation for Joint Forest Management

people of Scheduled Castes and Scheduled Tribes and women in the activities.

#### 3-2-4 Water Supply and Sewage, Hygienic Environment Improvement, and Pollution Prevention Program

The 12th Five-Year Plan describes the plan for the integrated development of water supply and sewerage systems in urban areas as a priority issue as the urbanization has progressed rapidly. Japan is implementing this program to respond to the demand for the systems. To strengthen the sustainability of the services, Japan is also providing Soft-Component assistance including 1) the capacity development of water suppliers in the operation, maintenance and management of water supply systems, and 2) educational activities to enhance people's understanding of the water supply and sewerage services, combined with the assistance to the development of water supply and sewerage infrastructure.

Many projects, 21 ODA loan projects, six technical cooperation projects and one JICA Partnership Program project, were implemented in this sector in the evaluation period. The numbers of beneficiaries of the development of water supply and sewerage systems were 15.07 million and 10.57 million, respectively. These projects have had various effects including the improvement of sanitary conditions, the decrease in the cases of waterborne diseases such as fluorosis, prevention of ground subsidence with reduction in the dependency on groundwater, and reduction in water leakage.

#### 3-2-5 Disaster Management Program

The number of the disaster management projects implemented with assistance from Japan is still small. Japan is assisting the erosion control work in the "disaster prevention/countermeasure activities" component of an ODA loan project, "Uttarakhand Forest Resource Management Project," in Uttarakhand where heavy rainfall caused large-scale flooding and landslide in 2013<sup>6</sup>. Japan is providing technical assistance in the planning, designing and execution management of the above-mentioned erosion control work and planning to extend the results of the creation of relevant technical standards and human resource development in a technical cooperation project, "The Project for Natural Disaster Management in Forest Areas in Uttarakhand" to the neighboring states.

"Project for Participatory Community Based Disaster Risk Reduction

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<sup>6</sup> In the disaster in 2013, as many as 6,000 people lost their lives and went missing in the flood and slope failure caused by the heavy rain mainly in the northern area of the state (Ex-ante Project Evaluation of The Project for Natural Disaster Management in Forest Areas in Uttarakhand).

Approaches in Varanasi” is being implemented in Varanasi City in Uttar Pradesh using the scheme of Grant Aid to Japanese NGO projects. This project is contributing to the creation of awareness to disaster management of the residents of Varanasi while disaster management is a new concept in India.

The Evaluation Team has concluded that the effectiveness of results is high from the results of the analysis of input, output and outcome of each program mentioned above.

### 3-3 Appropriateness of Process

As the Government and implementing organizations of India and relevant Japanese organizations maintained constant and close communication in the preparation of Japan’s Country Assistance Policy for India, the Government of Japan seems to have understood the development needs of India fully and incorporated them in the policies related to the implementation of assistance projects in India. Because a variety of stakeholders including local governments, universities, private companies and NGOs are involved in the implementation of Japan’s assistance projects in India, such projects are implemented in an environment where various opinions of stakeholders can be incorporated in the implementation plan.

As the number of Japanese private companies doing business in India has increased, public-private partnership activities have also increased. Table 3 shows the surveys conducted in the Priority Area 3 during the evaluation period.

Table 3 Number of public-private partnership survey projects in each sector

	Agricultural Sector	Basic social service sector	Water supply /sewerage sector	Disaster management sector
Preparatory Surveys (BOP Business Promotion)	2	8	1	0
Collaboration Program with the Private Sector for Disseminating Japanese Technology	0	0	1	0
Support for Japanese Small and Medium Enterprises (SMEs) Overseas Business Development	9	3	15	2
"Needs Survey" under the Governmental Commission on the Projects for ODA Overseas Economic Cooperation	0	2	2	0

Source: Evaluation Team

A staff member specialized in the public-private partnerships is assigned to JICA India Office. This staff member is creating new business opportunities for

Japanese companies implementing JICA-supported surveys by explaining the technologies of the companies to Indian organizations that may have the need for such technologies with video presentation and other means.

In addition, many stakeholders including not only implementing organizations, consulting companies and contractors, but local residents, SHGs (self-help groups) and NGOs have participated in the project implementation and their participation has produced results. For example, after “Project for Maximisation of Soybean Production in Madhya Pradesh,” a local social enterprise, Drishtee, shared the results of the project with the farmers’ groups in Madhya Pradesh where the enterprise operated and this sharing led to the improvement in the productivity of soybean of the groups.

From the viewpoint of gender equality, the Evaluation Team has confirmed assistance to women’s participation in social activities not only in Priority Area 3 but in infrastructure development projects in Priority Area 1. In an ODA loan project, “Delhi Mass Rapid Transport System Project (Delhi Metro),” women-only cars are operated all through the day to provide women with an environment in which they can commute to work and school peacefully.

Because of the characteristics of Priority Area 3, it is difficult to visualize results of projects. Therefore, it is more difficult for the people to recognize results of projects in this area than those of infrastructure development projects in Priority Areas 1 and 2. JICA India Office has been actively engaged in public relations activities on JICA’s projects in the forest sector including preparation of a booklet consisting of pages of projects describing the best practices and comments of their beneficiaries every year. However, the office is required to continue making efforts to improve the visibility of results of projects in Priority Area 3 with such measures as presenting photographs of project sites taken before and after project implementation side by side for comparison and creating easy-to-understand concepts.

The above-mentioned observations have led the Evaluation Team to rate the appropriateness of processes high.

### 3-4 Diplomatic Viewpoints

The diplomatic importance of the assistance in the area of “supporting sustainable and inclusive growth” in India is high from the viewpoints of realizing the philosophy of Japan’s development cooperation, geopolitical position of India for Japan, the political, security, economic and social relationships between India and Japan, and goals of the international community.

Because ODA is an important pillar in the diplomatic relationships with India,

assistance in Priority Area 3, one of the components of ODA, is also considered to have positive indirect effect on the diplomatic relationships between India and Japan. The assistance in Priority Area 3, and projects related to the development of water supply and sewerage systems and improvement of hygiene, in particular, have an economic effect as it has prepared an environment required for Japanese companies to start business in India. Projects implemented under the scheme of Support for Japanese Small and Medium Enterprises (SMEs) Overseas Business Development had positive effect on the expansion of business activities of Japanese SMEs in India by supporting the expansion directly with the trust on the ODA of Japan so far accumulated in India and deliberate assistance from JICA India Office.

## Chapter 4 Recommendations

### 4-1 Recommendations on Policy and Strategy Formulation

(1) [Agricultural and Rural Development Program] The focus of the assistance shall continue to be on the improvement of agricultural productivity and production of high value-added crops which will directly lead to the increase in farmers' income.

The Three-Year Action Agenda of India aims at two-fold increase in farmers' income by 2022 with the improvement of agricultural productivity with the shift to the production of high value-added crops. The assistance policy of JICA is highly consistent with the current agricultural policies of India.

The "Himachal Pradesh Crop Diversification Promotion Project" in progress and technical cooperation project related to it have created the positive results including the increase in crop yield, efficient water resource and land use and increase in farmers' income. Attention is currently paid to how these results of the model project should be extended outside the project area. In "Jharkhand Horticulture Intensification by Micro-Drip Irrigation Project," the assistance to the development of market-oriented agriculture targeting small-scale farmers is expected to have effect on the improvement of productivity and increase in income with the introduction of drip irrigation, production of high value-added crops and technical assistance in marketing. It is advisable to strengthen the current strategy of supporting the entire process from production to processing and distribution comprehensively to develop market-oriented agriculture, produce high value-added crops and use water resources and land efficiently using Japanese technologies.

(2) [Forest Resource Management Program] In the forest resource management sector, the results produced by and problems identified in this program so far shall be examined in such a form as program evaluation and Japan's assistance strategy in future shall be presented explicitly.

In the forest resource management program supported by Japanese ODA, 25 ODA loan projects have been implemented in 14 states and an area corresponding to 90% of the area of Kanto Region of Japan has been (and is planned to be) afforested in a 27-year period. The program is regarded highly in India because it has contributed not only to afforestation, but to the improvement of livelihood, employment of female workers and conservation of biodiversity and had great effect with the use of participatory approaches. Wildlife reserves have been (and are planned to be) established in 20 areas in this program.

The implementation of this program is relevant to the achievement of four



goals of SDGs and will lead to the solution of not only domestic problems of India but global issues as a measure against climate change and that for poverty reduction. Therefore, it is advisable to compile the results produced so far in the program and create a venue to share the results with the governments of other states, other donors and relevant organizations including the Ministry of Agriculture and universities to extend the practice of the results widely. It is also advisable to use the knowledge that Japan has accumulated in this program to prepare a clearly-defined medium- to long-term plan (roadmap) for the forest resource management program describing designs of assistance to be implemented in future.

(3) [Disaster Management Program] Providing environmental and disaster management education as a multi-program project should be considered in which activities for the environment protection, disaster management and forest resource management are integrated.

Heavy rainfall causes flooding in Varanasi, Chennai and other cities because the rainwater falling in the cities cannot be drained quickly enough. While the pace of the implementation of city planning, which is too slow for the rapid population increase, is one of the causes of the problem, insufficient water storage capacity in upstream areas compared to precipitation and clogging of drainage canals with waste are also major causal factors of the flooding.

Environmental and disaster management education can be designed as a multi-program project in which activities for the environmental protection (town beautification and environmental education), disaster management (prevention of flood) and forest resource management (strengthening of the water storage function with afforestation and other activities) are integrated. For example, if the capacity of the drainage of sewage is increased with activities to improve the environment (including ban on waste dumping and recycling of as much waste as possible) as a measure to prevent flooding of city areas, the number of floods after heavy rainfall will be reduced and the lives of the people including commuting to work and school will be easier. If the people understand the above-mentioned process and practice the activities, towns in ordinary time will be beautified. If a town attracts tourists, the implementation of the above-mentioned activities will lead to the increases in revenue of the town. As many of the poor live in disaster-prone areas, the implementation of this multi-program project will provide assistance to low income people.

It will be possible to use part of the Varanasi Convention Centre as the base of the environmental and disaster management education. In such education, people shall learn the water circulation mechanism and the role of remote mountain forests in flood prevention and understand that environment

protection, disaster management and forest management are closely linked to one another.

(4) [Program for the Improvement of Water Supply and Sewerage Systems and Sanitary Conditions and Pollution Control] Strengthening cooperation on air pollution control shall be considered.

Among the 20 cities worldwide with the worst air pollution (or the highest PM2.5 value), 10 are in India. The air pollution index in the capital, Delhi, reached the worst level, “hazardous: everyone should avoid all outdoor exertion,” in November 2017. Post-harvest field burning, exhaust smoke from factories and power plants, exhaust gas from automobiles and dust generated in civil work are among suspected causes of the air pollution.

Japan has experience in implementing air pollution control projects in China, Mongolia, Thailand, and Vietnam using its own experience. While Japan has also implemented a project to reduce exhaust gas emissions with the introduction of Metro and a project for environmental education for children in India, further cooperation in this area shall be considered.

(5) [Review of All Programs in Priority Area 3] Assistance policy of each program and allocation of assistance among the programs shall be reviewed for the achievement of the targets in Priority Area 3.

The Evaluation Team observed the high effectiveness of the results of the programs in Priority Area 3 from the analysis of the performance of each program in this evaluation study. The team has also confirmed the significance of the assistance in Priority Area 3 for “sustainable and inclusive growth” in India which has a wide variety of development needs including poverty reduction and correction of social and regional disparities. However, as the capacity of the Government of India has improved in accordance with the economic growth of the country, the areas in which the government can implement measures by itself for the sustainable and inclusive growth are diversifying and expanding.

Against this background, the implementation policy of each program and contents of projects should be revised for the effective and efficient achievement of the objectives in Priority Area 3 in future. In practice, it is advisable to study the allocation of assistance to each program with the urgency of all programs in Priority Area 3 including those in the forest resource management sector and the strategic priority order of the programs for Japan taken into account, after the above-mentioned Recommendation 2, “the review of the results of the programs in the forest resource management sector and presentation of a concrete strategy for future” has been implemented.

#### 4-2 Recommendation on Assistance Method and Procedure

(1) [Innovation of Public Relations Activities] Efforts to explain the performance of Japan's assistance more simply and attractively to the public shall be continued.

Unlike projects whose results are highly visible such as Delhi Metro with three million riders every day, it is not easy to make the public who have not directly benefitted from or who have not been involved in the assistance in Priority Area 3, aware of the impacts of the assistance. Those impacts include improvement in access to safe drinking water achieved by the implementation of a water supply project, improvement of livelihood with the assistance in the agriculture sector in a specific area and changes in awareness and behavior through JFM in the forest sector and educational activities to the youth living near forests.

To present the performance of these assistance activities of Japan in “supporting sustainable and inclusive growth,” development of innovative methods of public relations is required. For example, results of a project can be explained simply by displaying photographs of the project site taken before and after the project implementation side by side. The use of this method on the websites of JICA and Japanese Embassy is considered an effective way to emphasize the results.

The foundation to create larger impact from the awareness and behavioral changes promoted by the Government of India with such programs as “Clean India” is considered to be formed by making the approach used for such changes by the Japanese side established as a concept. Therefore, it is advisable to coin a keyword like “Kaizen,” which is becoming a household word in India, to represent such an approach.

(2) [Assigning Private Sector Specialists to JICA India Office] Persons required for promoting the use of local NGOs and public-private partnerships and assisting Japanese companies planning to begin business in India shall be assigned to JICA India Office.

NGOs supporting SHGs make contribution to the implementation of ODA projects mainly in the agriculture and forest sectors in India. Social enterprises are actively involved in the activities to solve social issues and they began fulfilling the role of the provider of social changes. Dissemination of the information of local NGOs and social enterprises to Japanese NGOs and private companies by JICA India Office is expected to facilitate the activities of Japanese NGOs and private companies in the public-private partnerships, JICA Partnership Program and other schemes in India.

The Evaluation Team has confirmed the cooperation between a project under the Support for Japanese SMEs Overseas Business Development and an ODA loan project. The team has also heard from many companies selected for the implementation of projects under the Support for Japanese SMEs Overseas Business Development that the implementation of a field survey as a survey of JICA facilitated access to relevant government officials and led to smooth project implementation. This comment is proof of the relationship of trust between the two countries nurtured in the long years of cooperation. Assistance of JICA Headquarters to private companies has been significant and the active approaches and well-designed responses of the JICA India Office to both Japanese companies and local implementing organizations have borne fruit. To enable JICA to take lead in assisting Japanese companies starting business in India using its experience and trust accumulated so far, JICA should continue assigning professionals with profound knowledge of the public and private sectors in India to its India Office.

(3) [Timely Revision of Country Assistance Policy] The “Country Assistance (Country Development Cooperation) Policy for India” shall be revised as necessary instead of at the regular interval of five years with the importance of India as a development partner of Japan and her rapid growth taken into consideration.

The Government of India has terminated the use of the Five-Year Plan and has started preparing and implementing the Three-Year Action Agenda since April 2017 to improve the response to changes that have become larger and larger every year. As it may become necessary to revise the country assistance policy at an interval shorter than before to maintain consistency between it and development policies of India, it will be necessary to monitor the changes in the development policies of India carefully.

Meanwhile, it is difficult to revise the published “Country Assistance Policy” until five years have passed since its formulation. It is an important policy that many stakeholders including private companies and NGOs intended to cooperate with ODA for the development of India, many private consultants responsible for the evaluation of individual projects, and students and researchers participating in study tours use as the primary reference.

With the diplomatic importance of India and India’s status of being the largest development partner of Japan, as mentioned above, it will be necessary to set the timing of the revision of the document describing the medium-term priority areas and a roadmap of cooperation for the development of India to show the people that the policy is prepared in such a way to maintain as much consistency as possible with the development plan of India.

(4) [Description of Points to Consider in the Infrastructure Sector in Country Assistance Policy] Considerations to the contribution to the inclusiveness and sustainability shall be added to the “Country Assistance Policy (Development Cooperation Policy) for India” at the next revision as a point to consider in the preparation of infrastructure development projects.

As the case of the Delhi Metro shows, there is a possibility that infrastructure development projects enhancing connectivity in Priority Area 1 and strengthening industrial competitiveness in Priority Area 2 may make marked contribution to the inclusiveness and sustainability. Therefore, it is advisable to mention it as “a point to consider,” at the time of the next revision of the “Country Assistance Policy (Development Cooperation Policy) for India” so that infrastructure projects should be formulated and measures to contribute to the inclusiveness and sustainability taken into full consideration.

However, as such contribution is not a direct objective of each infrastructure development project and it appears as an indirect impact, cooperation in Priority Area 3 that has direct effect on the inclusiveness is continued to be required.

Table 4 List of recommendations, recommended implementing organizations and time frame

	Brief description of recommendation	Responsible organization	Time frame*
<b>1) Recommendations concerning Future Policies and Strategy</b>			
(1)	<Agriculture and rural development program> The focus of the assistance shall continue to be on the improvement of agricultural productivity and production of high value-added crops which will directly lead to the increase in farmers' income.	JICA HQs JICA India Office	M-T
(2)	<Forest resource management program> The results produced by and problems identified in this program so far shall be examined comprehensively in such a form as program evaluation and Japan's assistance strategy in future shall be presented explicitly.	JICA HQs JICA India Office	S-T to M-T
(3)	<Disaster management program> Providing environmental and disaster management education as a multi-program project should be considered in which activities for the environment protection, disaster management and forest resource management are integrated.	JICA HQs JICA India Office MOFA Embassy of Japan	S-T to M-T
(4)	<Water supply and sewage, hygienic environment improvement, and pollution prevention measures program> Strengthening cooperation on air pollution control shall be considered.	JICA HQs JICA India Office	S-T to M-T
(5)	<Review of all programs in Priority Area 3> For the effective and efficient achievement of the goals in Priority Area 3, assistance policy and allocation of assistance among the programs shall be reviewed with urgency for its implementation and its strategic priority level for Japan taken into account.	MOFA JICA HQs JICA India Office	M-T to L-T
<b>2) Recommendations on Assistance Implementation Process</b>			
(1)	<Innovation of public relations activities> Efforts to explain the performance of Japan's assistance more simply and attractively to the public shall be made.	Embassy of Japan JICA HQs JICA India Office	S-T to M-T
(2)	<Assigning private sector specialists to JICA India Office> Persons required for promoting the use of local NGOs and public-private partnerships and assisting Japanese companies planning to begin business in India shall be assigned to JICA India Office.	JICA India Office JICA HQs MOFA	S-T to M-T
(3)	<Timely revision of Country Assistance Policy> The "Country Assistance (Country Development Cooperation) Policy for India" shall be revised as necessary instead of at the regular interval of five years with the importance of India as a development partner of Japan and her rapid growth taken into consideration.	MOFA	S-T to M-T
(4)	<Description of points to consider in the infrastructure sector in Country Assistance Policy> Considerations to the contribution to the inclusiveness and sustainability shall be added to the "Country Assistance Policy (Development Cooperation Policy) for India" at the next revision as a point to consider in the preparation of infrastructure development projects.	MOFA	S-T to M-T

\*Time frame: S-T=Short-term (1-2 years), M-T=Medium-term (3-5 years), L-T=Long-term (more than 5 years)

## Annex1 Evaluation Framework

Evaluation viewpoint	Evaluation criterion	Description and indicator of evaluation
Relevance of policies	1.Consistency between the CAP and development policies and needs of India	1-1. Is the County Assistance Policy (CAP) for India consistent with the development plan of India?  1-2. Is the CAP for India consistent with the development needs of India?
	2.Consistency between Japan's assistance policies, including CAP and its high-level/diplomatic policies	2-1. Is the CAP for India consistent with the Development Cooperation Charter (2015), and other high-level/ diplomatic policies? Is the CAP consistent with sectoral development policies and priority policy for development cooperation?  2-2.How would the inputs by each cooperation program practically contribute to achieving high-level/diplomatic policies?
	3.Consistency with international priority issues	3-1. Is the CAP for India consistent with international issues and trends?
	4.Consistency with assistance policies of other donors or international organizations	4-1. Is the CAP for India consistent with assistance policies of other donors and international organizations?
	5.Comparative advantage of Japan	5-1. How much of Japanese assistance was implemented in the area of which Japan has technical advantage?
		5-2. Does CAP and the assistance based on CAP reflect Japan's comparative advantage?
Effectiveness of results	1.Performance of Japan's assistance (input)	1-1. What was the input made in assistance provided in accordance with CAP (by sector)?  1-2. What is the ratio of the amount of Japan's assistance to the amount of the development budget in India?  1-3. What is the ratio of Japan's assistance to the total amount of assistance provided by donors and international organizations?
	2.Level of achievement of objectives (output)	2-1. To what extent has the input identified above 1-1 produced output (as the total output)?
	3.Performance and impact of assistance in priority areas (outcome)	3-1. In each of the priority areas, what kind of effect was observed?  3-2. What kind of contributions (impacts) has assistance produced against development plan of India and Japan's development policy goals?
Appropriateness of processes	1.CAP formation process	1-1. Were the needs fully identified before the formulation of the CAP and assistance based on it?  1-2. What kind of persons and organizations were involved in the formulation of the CAP?  1-3. What kind of procedure was followed in the finalization of the CAP?

Evaluation viewpoint	Evaluation criterion	Description and indicator of evaluation
Appropriateness of processes	2. State of cooperation with relevant organizations in Japan	2-1. In what way did relevant organizations (local governments, private companies, universities, and NGOs, etc.) cooperate in the assistance? What were the effects of the cooperation?
	3. Regular monitoring of the state of policy implementation	3-1. Was the progress of effort continuously monitored, and were necessary follow-ups provided?
	4. Policy adjustment process with the government of India	4-1. Were there opportunities to discuss assistance policies with Indian side?
	5. State of cooperation with other donors and international organization	5-1. Were there opportunities to discuss with other donors and international organizations regarding the coordination?
	6. Cooperation and collaboration among Japan's assistance schemes	6-1. In what way were various schemes (technical cooperation projects, grant aid, ODA loans, dispatch of experts, training in third countries, issue-based training and JICA Partnership Program etc.) integrated into the assistance to produce impact? What kind of cooperation was made with private companies and universities, etc., to produce impact?
	7. Consideration for mutually beneficial relationship between India and Japan	7-1. Was the effort made to build a mutually beneficial relationship?
	8. Consideration for gender equality	8-1. Did India and Japan pay attention to gender equality in project formulation and implementation in order to achieve equal and inclusive society?
Evaluation by diplomatic viewpoint	9. Publicity activities	9-1. Were publicity activities implemented effectively?  9-2. In what way was the information of Japan's assistance in India disseminated to the international community?
	1. Diplomatic importance	1-1. What significance and importance does the assistance to India have on diplomacy?  1-2. What is the geopolitical importance of assistance to India (India's role in international community and region, relationship with neighboring countries)?  1-3. What is the relationship between India and Japan (politics, national security, economy, and social issues) ?
	2. Diplomatic impact	2-1. Regarding diplomatic positioning and goals clarified in 1-1 to 1-3 above, what were the accomplishments by Japan's ODA in terms of political, economic, and social aspects?



## Annex2 Photos



Interview with Ministry of Environment,  
Forest and Climate Change



Nahargarh Biological Park office  
(Rajasthan Forestry and Biodiversity Project, Phase 2)



Dispensary room for outpatients (Improvement of the  
Institute of Child Health and Hospital for Children,  
Chennai)



Cultivation by drip irrigation  
(Himachal Crop Diversification Promotion Project)



Office of Tamil Nadu Forest Department



Interview with Tamil Nadu Forest Department



Extraction of copper from recycled automobile  
parts(Verification Survey with the Private Sector for  
Disseminating Japanese Technologies for the  
environmental and advanced recycling for copper  
resources of wire harness in the automotive  
dismantling recycling business)



Control room of pump station  
(Bisalpur Jaipur Water Supply Project, Transfer System)