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Green Jobs in Asia

(RAS/10/50/AUS) – GJA Project

Independent Final Project Evaluation Report

September 2012



INTERNATIONAL LABOUR ORGANIZATION

Regional Office for Asia and the Pacific, Bangkok (Thailand)

Prepared by:
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Project data

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Type of Evaluation:	Independent Final Project Evaluation



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The images used on the cover and throughout this report are from the author's photographs related to green jobs, taken during the evaluation mission to Sri Lanka.

Glossary of abbreviations used frequently in this report

(others used only occasionally are spelled out in situ)

COP	Community of Practice (internet portal)
CSO	Civil society organization
GJA	Green Jobs in Asia project
ILO	International Labour Organization
ROAP	ILO Regional Office for Asia and the Pacific
UN	United Nations



Executive Summary

An independent final evaluation was conducted in August and September 2012 reviewing the implementation and achievements of the ILO regional project “Green Jobs in Asia” (GJA), which was conducted in Bangladesh, Indonesia, Nepal, the Philippines and Sri Lanka. The evaluation focused on relevance and validity of the project design, achievements related to the immediate objectives, emerging impact of the key activities implemented, and lessons learned. It comprised desk reviews, participation in a regional conference, site visits and interviews with project participants from within ILO and its various partners.

The ILO and the UNEP have defined green jobs as employment designed to reduce environmental impact, ultimately resulting in levels of economic activity that are sustainable. ILO has further elaborated that “green jobs are decent jobs that reduce consumption of energy and raw materials, limit greenhouse gas emission, minimize waste and pollution, and protect and restore ecosystems” (ILO Green Jobs in Asia brochure). The GJA Project seeks to deepen ILO constituents understanding and commitments for the promotion of gender sensitive green jobs opportunities and a just transition for workers and employers towards a low-carbon, climate resilient, environmentally friendly development in participating countries.

The immediate objectives of the project are:

- Promote the capacity of ILO constituents to engage in dialogue on green jobs through increased access to reliable sources of data and information on green jobs and training, including on the employment impacts of environment-related policies and good practices on green jobs in all participating countries;
- Green jobs mainstreamed in national labour and social policy in all participating countries; and
- Green Jobs demonstration programs which respond to the different needs of women and men, implemented in key sectors selected on the basis of research and consultations in four of the project countries.

The evaluation findings consider the project concept and approach to have been highly relevant and timely, albeit with ambitious targets given the timeframe and resources available. The project was well aligned with the objectives in the ILO-Australian Government Partnership Agreement, and many actions supported the fulfillment of the shared objectives.

Achievement of the GJA project’s own objectives, while not complete, was well advanced, with a great deal of progress made in the later part of the project period. There has been solid uptake of the concept, and commitment to green jobs promotion by the project participants and target audiences, evidenced through strong participation in project activities and in other related climate change forums, and through requests and new initiatives spurred by the project



activities. A key achievement has been in the level of social dialogue and increased understanding of green jobs amongst the constituents, with clear commitment to furthering activities to this end. For example, the national conferences and regional conference were landmark events bringing together key stakeholders. The incorporation of green jobs in all participating countries' Decent Work Country Programmes reflects the objective of mainstreaming to some extent, with some countries' worker and labour organisations' also developing their own green jobs policies or incorporating green jobs in their organizational frameworks. There was a high level of interest in demonstration activities, and opportunities for replication and expansion once they are completed and fully documented and shared. The development of examples of guidelines, standards and tools specific to the demonstrations in selected sectors are also important achievements.

There was limited action on recommendations from Mid-Term Review given the short timeframe between that and end of project, as project finance not being extended by AusAID. The medium-term impact of mechanisms being established, and of the demonstration activities carried out are not clearly perceptible as yet, particularly as many activities have only just been completed at the time of the evaluation. The participation of women in project activities varied greatly but limited analysis of this has been undertaken.

Key challenges related to project timeframe which was too short for many activities to be implemented to maximum potential. Particular challenges in the implementation of the GJA project included delays in recruitment of project personnel, which in turn affected the timing of key project activities. Issues with the approach taken the consultants appointed to conduct mapping studies also caused delays, which the country teams have worked hard to rectify.

The ILO teams had limited resources internally, due to project budget, but were able to effectively mobilise partners and local consultants to support delivery to a high level. There were different amounts of monies available for similar outputs in 4 out of 5 countries. Overall, at the country level, the monitoring and documentation of project activities tended more to administrative rather than substantive aspects. Some elements, such as gender-disaggregated data, for example, were not consistently monitored.

Lessons learned through the course of this short project relate to the project activities as well as to the wider discourses or themes such as green economies, green prosperity, and climate adaptation responses. The main lessons include:

- Green jobs is a new and emerging topic about which there is a high level of interest amongst all of ILO's traditional partners, and indeed a much wider range of stakeholders in national and regional development. Building understanding about green jobs requires ongoing effort, working at different levels, to respond to the different baseline knowledge levels. With the GJA project support, some concrete examples of changes have already occurred, however, it will take some time for some countries before larger-scale, sustainable changes in green jobs availability and experience can be seen.



- Overall, the project's strategy of engaging with non-traditional partners, for example ministries and professional organisations related to the environment or to specific sectors, was an appropriate way to bring together local resource persons to help build the wider understanding and commitment to green jobs. It helped widen the dialogue around green jobs, facilitated new partnerships, and also broadened the audience for "decent work awareness" more generally.
- The language and terminology used in green jobs discourse needs careful consideration. Although the green jobs definition officially espoused by this project is the generic ILO/UNEP definition, some stakeholders considered it to exclude some actors who in fact have huge potential to contribute to green employment and green economies more generally. However, the project implementers were careful to focus on the specific economic sectors that had been identified under the ILO-Australian Government Partnership Agreement and which, by definition, excluded some important partners for promoting a green economy. Some of these comments were more related to promoting a green economy while the main focus of the project was promoting enabling conditions for jobs (and green jobs) under the shift to a green economy. This discussion suggests a need for further awareness-raising and explanation of the role that all sectors and different partners can have in promoting a low-carbon, environmentally friendly economy and most importantly for ILO constituents, creating green jobs for men and women.
- The GJA project focused specifically on green jobs, but many stakeholders considered green jobs as part of a wider discourse on green or greening economies. Considering how and when it may be more appropriate, and indeed more effective, to talk about 'green economies' more holistically than about 'green jobs' is a challenge for actors in this area. Although the Green Jobs Employment models developed under the project highlight the requirements for new business models, the connections between green jobs with green business or greener enterprises, and indeed greener economies, should be well explained in future project designs.
- Interviews with diverse constituents revealed that continued assistance in further/advanced trainings, strengthening partnerships among constituents, as well as strong leadership at management level would be necessary to keep the momentum on green jobs promotion.
- There is an ongoing need for data and analysis about green jobs and green business opportunities; the materials generated will be important references for future demonstrations, and investments, if they are based on studies that are well-designed and carried out to a high standard. Due to the problems experienced in the mapping studies in this project, some further work in this area is still required in the GJA countries. Studies should be commissioned at the country level, or at least require co-



implementation with local partners, for example from national academic institutions or consultancy firms. The GJA approach in responding to the initial problem with the studies was appropriate, namely, to issue coherent terms of reference from the regional team, but with a degree of flexibility so that the information to be gathered could reflect or be meaningful in the local context, considering for example, different availability of data.



- There is an ongoing need for training and tools (internally and externally). In some cases technical skills are lacking, so a focus should be on developing the specific skill sets (and supporting resources). In other cases there is solid technical know-how, but a gap in terms of implementation, and knowledge for example of how to scale up and disseminate knowledge from one sector or organisation to another.
- The GJA project endeavoured to follow a systematic approach for all interventions, based on a standard-based approach. This is challenging as the types of training needed by different partners varies greatly, as does the type and style of training needed by one sector as compared with another. Similarly, the training needed by people in the higher echelons of an organization is very different from that needed by workers (typically the former is policy-oriented whereas the latter requires training to be implementation-oriented). Thus, even for foundation training for example, the materials must be carefully tailored to the audience, to ensure it is appropriate and relevant.
- The project demonstrated a diverse set of approaches to stimulating green jobs, and refers to these approaches as employment models. The 'models' were all based on three pillars: access to (green) skills, finance and entrepreneurship, with some significant differences between the sector-based approaches. In a regional project like this, a higher level of consistency, either in the approaches or in the selection of sectors may have led to some more clear conclusions or lessons in the short timeframe available.
- The timeframe for the GJA demonstrations was inadequate for impacts to be felt and conclusions or lessons to be meaningfully drawn. The dissemination of lessons, adaptation and/or replication and scaling up were activities planned for a second phase (year 3-5). Yet for the initial demonstrations too, a slightly longer timeframe would seem more realistic.
- Sustainable development and green jobs are context-dependent. As such, there is a strong need for synergy between the different actors in the demonstration activities, and clear links to the policy outcomes that could arise from the demonstrations. This requires a longer timeframe to enable the coordination and facilitation of multiple parties, and to allow follow up, particularly in the policy arena.
- Having a dedicated professional for communications functions, particularly to support documentation and dissemination, is good project practice generally, and especially for projects aiming to improve capacities. Many target audiences grasp information most effectively from audio-visual formats, so project investments in this area are well made.



Recommendations from the final evaluation of the GJA project in general pertain to ILO, however in the tripartite relationships at country level, it may be determined that another constituent can take the lead and/or undertake the following recommended actions:

1. A subsequent phase or follow-on project to the GJA should be pursued with interested donors, and ILO to involve its constituents in preparing project design.
2. ILO can further assist both traditional and non-traditional partners in promoting replication of demonstration activities or of other good practices. The first step in this is to finalise documentation of the activities already supported, including clear descriptions, analysis and practical 'how to' steps to consider for replication. Similarly, documentation of good practices should be undertaken and disseminated.
3. Engaging experts, ILO can assist constituents in conducting green jobs case studies with practical/technical, as opposed to academic, analysis, including cost-benefit analysis, payback period of initial investment, required skills, available assistance from governments, and incentive creation.
4. Replication of good practices would be an effective means to considerably advance green jobs. Thus, a shift from simply sharing information to transfer knowledge in assisting replication elsewhere is called for. Future activities to consider include arranging study tours for groups of interested social partners to visit a site and observe good practices for hands-on experience and direct interaction with stakeholders, to gain deeper understanding of how the practice has been developed and implemented.. Effective transfer from study tours usually also requires post-tour follow up and facilitation.
5. Continue to promote the Community of Practice (COP) portal; consider diversifying the languages that materials on the COP are provided in. Key resources to be translated to regional languages (budget permitting). Alternatively, encourage COP members to post translations they make of any materials appearing on COP portal.
6. As a complement to the standards-based approach used in this project, ILO and partners would need to enhance synergies between green jobs and other global discussions, such as green economy. One aspect of this would be proactively raising awareness on green jobs concept at global and regional forum, and increasing collaborating with other UN agencies. ILO's efforts to engage diverse ministries and agencies has begun through GJA, yet the ILO constituents would find it easier to incorporate the new concept into the work they have already engaged in, if green jobs is synergized with other programmes, or if more parties were aware of green jobs. In reality, national awareness and regional synergies on green jobs and green economy will be achieved progressively over time.



The evaluation team hopes that the findings and recommendations can be used constructively, for the benefit of all involved.



1 Brief background on the project context and objectives

The advent of green jobs is a direct response to two major challenges of the 21st century: how to avert dangerous climate change and environmental degradation, and the need to deliver socially responsible development achievable through decent work. Responding to these challenges requires a far-reaching transformation to the way we produce, consume and earn a living. Creating green jobs and adapting our existing occupations are critical counterparts in promoting the transition to a low-carbon, climate resilient and environmentally friendly economy that is fair to all.

The ILO and the UNEP have defined green jobs as employment designed to reduce environmental impact, ultimately resulting in levels of economic activity that are sustainable. ILO has further elaborated that “green jobs are decent jobs that reduce consumption of energy and raw materials, limit greenhouse gas emission, minimize waste and pollution, and protect and restore ecosystems” (ILO Green Jobs in Asia brochure).

Many countries in Asian and the Pacific have voluntarily committed to reducing greenhouse gas emissions by 2020 or carbon intensity per unit of GDP. In this regard, engaging the Asian economy into an environmentally sustainable and low carbon development path will bring profound and lasting adjustments to the socio-economic structures of countries in the region. The transformation into a sustainable and low-carbon development will therefore trigger shifts in the labour markets and create demand for new skills and re-skilling programs, and social protection and financial schemes in particular for the most exposed workers and businesses. The effects of climate change and the resulting policies on the world of work are not always fully understood and in some cases considered a drain on the economy and competitiveness. Whereas in fact, most recent studies show that climate-smart policies can bring environmental, economic and social benefits together. The changes in production and consumption patterns that are called for in the drive towards a climate friendly economy require incorporating the social, gender and employment dimensions into decision making. The labour authorities and the social partners (ILO constituents) involvement in the development of inclusive and coherent climate policies are required.

The Green Jobs in Asia Project (GJA) is being implemented in Bangladesh, Indonesia, Nepal, Philippines and Sri Lanka. It is part of a wider ILO Green Jobs Programme for Asia and the Pacific, which currently also provides country-level support to China, Fiji, India and Thailand. The GJA Project seeks to deepen ILO constituents understanding and commitments for the promotion of gender sensitive green jobs opportunities and a just transition for workers and employers towards a low-carbon, climate resilient, environmentally friendly development in participating countries.

The immediate objectives of the project are:



- Promote the capacity of ILO constituents to engage in dialogue on green jobs through increased access to reliable sources of data and information on green jobs and training, including on the employment impacts of environment-related policies and good practices on green jobs in all participating countries;
- Green jobs mainstreamed in national labour and social policy in all participating countries; and
- Green Jobs demonstration programs which respond to the different needs of women and men, implemented in key sectors selected on the basis of research and consultations in four of the project countries.

“It is envisaged that upon completion of the project, ILO constituents and national partners will be *knowledgeable about the impacts of climate policies on the labour market and the potential for gender responsive green jobs creation/maintenance in selected sectors*. They will have acquired *the capacity and the elements to take part in the national discussions on climate change and to respond to these changes*” (Prodoc and final evaluation TOR, emphasis added).

To attain these objectives, the ILO pursued a standards-based approach, to systematically bring about medium-term impacts or changes. This includes the greening of industry standards, and competency based training, for example. The GJA Project has conceptualized a project strategy, shown in Figure 1. For the information gathering and policy-related activities, ILO was directly involved, primarily with its tripartite partners, but also reaching out to other government agencies or bodies with a direct stake in green jobs promotion. For the demonstration activities, ILO forged various partnerships relevant to the sectors in which the demonstration was to be implemented (see Table 1).

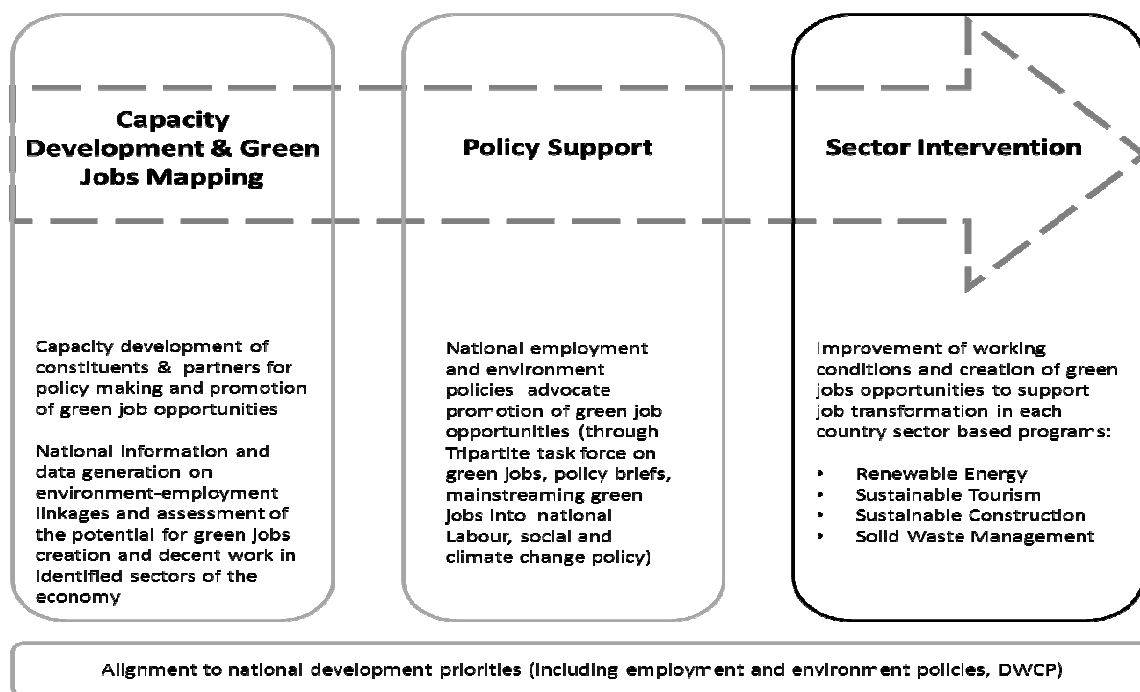
Table 1. Project partner organizations and agencies in four (4) main implementing countries

Country	Name / acronym
Bangladesh	Ministry of Labour and Employment (MoLE); Bangladesh Employers Federation (BEF); National Coordination Committee on Workers Education (NCCWE); Ministry of Environment and Forests, Bureau of Manpower, Employment and Training (BMET); Grameen Shakti (GS); Grameen Shakti; Waste Concern (NGOs).
Indonesia	The Ministry of Manpower and Transmigration (MoMT); The Indonesian Employers' Organization (APINDO); Confederation of All Indonesian Trade Unions (KSPSI); Confederation of Indonesian Trade Union (KSPI); and Confederation of Indonesian Prosperity Trade Union (KSBSI); Ministry of Environment, Ministry of Industry, National Development Planning Agency (Bappenas), Ministry of Forestry, Ministry of Culture and Tourism, in consultation with Ministry of Manpower and Transmigration; Vocational Training Centres; Universities, research centres such as University of Indonesia Centre for Environment.



Philippines	The Department of Labor and Employment (DOLE); the Department of Environment and Natural Resources, the Department of Trade and Industry, National Economic Development and Authority, Climate Change Commission of the Office of the President of the Philippines, and the Housing and Urban Development Council of the Philippines and other related government agencies; Employers Confederation of the Philippines (ECOP); Philippine Chamber of Commerce and Industries and other national employers and business associations; Workers' organizations/unions; and Vocational Training Centers.
Sri Lanka	Ministry of Labour and Labour Relations; Employers' Federation of Ceylon; Trade Unions (CWC; LJEWU; UWF and SLNSS); Waste Management Authority of the Western Province; National Institute of Occupational Safety and Health of the MOLLR; Tertiary and Vocational Education Commission; National Apprenticeship Institute and Training Authority (NAITA); the Plantation Human Development Trust; Kahawatte Plantations (pvt) Ltd; ODI & PSD; GHK; Institute of Policy Studies; Balangoda Urban Council; Centre for Poverty Alleviation (CEPA).

Figure 1. Conceptual diagram of the GJA project intervention logic





The Project was commenced with activities funded from ILO core funding, then was funded to the value of \$3,000,000 for a two year period by the AusAID through the global ILO-Government of Australia Partnership. The project is organized primarily for direct implementation in each of the 5 countries, with coordination and support from a project-specific team in the ILO Regional Office for Asia and the Pacific (ILO-ROAP).

In the ILO-ROAP there is a full-time international project coordinator (PC), a consultant capacity building advisor, a knowledge management assistant and one administration and finance person. In each of the 5 countries where the project is implemented there is a national project coordinator (NPC) who is supported by the country office administrative and financial staff. In all countries except Nepal, the NPC is assisted in part by another ILO staff member who has shared responsibilities with other projects, and by consultants involved in direct project activities. The ILO-ROAP and country teams are technically supported by an Environment and Decent Work specialist within ILO-ROP, who has direct responsibility for projects other than GJA. Organisational arrangements, as well as budgetary aspects of project implementation, are discussed further in Sections 5.4 of this report. Assessment of the activities their progress and a emerging impacts or progress is also provided in Section 5 of this report.



2 Purpose, scope and clients of the evaluation

In general the purpose of this evaluation is to reflect on efforts contributing to the achievement of the ILO's strategic objectives. Evaluation focuses on the extent to which ILO performance is on track, where potential for improvement exists, and actions to be taken. Insights and lessons learned are fed back into the process of organizational learning and the planning and programming of future activities (ILO Guidelines for Planning and Managing Project Evaluations 2006; The ILO guidelines on considering Gender in Monitoring and Evaluation of Project, 2007).

For the Green Jobs in Asia project, the evaluation Terms of Reference (TOR) specify:

- To determine project achievements vis-a-vis the approved log frame and work plans in terms of objectives and outcomes based on inputs, budget and timelines;
- To identify good practices and lessons learned for informing post-project arrangements, including up-scaling strategies and sustainability plans; and
- To provide recommendations on how the project strategy, outputs and activities might be improved upon and applied to future interventions

An excerpt of the TOR for the evaluation is provided as Annex 1.

This evaluation commenced in parallel with a final regional knowledge sharing conference on green jobs, held in Surabaya, Indonesia (29-31 August, 2012). The conference was organised by ILO-ROAP and attended by participants from each of the project constituents from the 5 countries, as well as by representatives from other related projects (for example on green business, on disaster preparedness). It was also attended by some local media and participants from other countries, namely China, India, and Fiji.

It was immediately evident that the ILO and its partners in government, the private sector, employers and workers' organisations concur on the relevance and timeliness of a focus on green jobs. As such, it was determined that the evaluation team would a focus on lessons learned and recommendations as to how the foundation laid by this Project may be carried forward to support the wider and growing agenda of environmentally-sustainable development. This will likely include green employment as well as green enterprise, and the greening of sectors, industries and economies more widely. As such, this report responds to the evaluation Terms of Reference but emphasizes aspects of the Project work undertaken from which, or for which, there is momentum going forward to further the promotion of green jobs and green economies.

The principle audiences for this evaluation are the project teams in ILO Regional Office for Asia and Pacific, Bangkok (ILO-ROAP), and in the ILO country offices, with their partners in Bangladesh, Indonesia, Nepal, the Philippines and Sri Lanka. AusAID as the project donor



through the ILO-Australian Government Partnership, is a key audience, along with collaborating sections in ILO-ROAP and ILO Geneva: EMP/ENT, INTEGRATION, SKILLS, ACTRAV, ACTEMP. Finally, the country-level representatives of AusAID and other donors interested in the promotion of green jobs for sustainable development are also considered audiences, since many of the evaluation findings reflect activity and development at the national and local development; the report reflects emerging contexts and opportunities to be considered.

3 Approach and methods

The final project evaluation took place between 27 August and 30 September 2012, and included a total of 7 days field time in 3 countries, as well as 3 days attendance at a regional conference of project constituents and other stakeholders, which was a final project activity held in Surabaya. The countries visited were Indonesia (September 6-7), Sri Lanka (September 13-16) and Nepal (September 24-26). This selection was based on consideration of the project budget allocation being most significant in Indonesia, and that Nepal and Sri Lanka were not assessed directly during the project's Mid-Term Review, whereas Bangladesh and the Philippines were. Despite not visiting Bangladesh and the Philippines for the final evaluation, those countries' constituents were consulted at the regional conference in Surabaya, and latest country level documentation was reviewed. In the locations visited, the evaluators met with project partners for focus group discussions and interviews, and in Colombo (Sri Lanka) a final project knowledge-sharing workshop was observed.

Methods used to collect and analyse data for the evaluation were:

- Review of secondary data (project document, progress reports, mid-term review report, selected publications, training materials, Community of Practice internet portal etc);
- Observation of selected project activities, including the Regional Conference on Green Jobs in Asia, and country-level Knowledge Sharing Workshop (in Sri Lanka);
- Semi-structured interviews and informal dialogues with ILO project personnel responsible or involved in project implementation;
- In Sri Lanka, visits to field locations and in two (2) areas (Karadiyana site, Seethawakapura Compost site) where the demonstration activities target beneficiaries are working. The former site was in the vicinity of Colombo whereas the later was located in a smaller municipality en route to Kandy;



- Also in Sri Lanka, visit to good-practice site identified during the project implementation (Holgalle Estate, Kelani Valley Enterprises). This site was suggested by the NPC as a site that would be receptive to evaluators visiting and suited the agenda and it;
- Semi-structured interviews and focus group discussions with identified key persons in government, trade union and employers' groups involved in the Project, from ILO-ROAP and each country, selected purposively; and
- Integrative analyses, including snowballing and triangulation techniques.

Considering the recent timing of the Project mid-term review, which was completed in March 2012, it was decided to not repeat a web-based survey of project constituents. Given many of the questions would remain the same, and since participation had been relatively low, it was decided simply to consider the survey results from the mid-term review in conjunction with primary data and analyses from the final evaluation process.

Details of persons consulted during the evaluation are provided, per role or organization and location, in Annex 2. Support for planning the evaluation process and finalizing this report were provided by the Evaluation Manager, Mr Kee Kim, Ms. Pamornrat Pringsulaka and the administrative unit (Regional Programming Services Unit, ILO-ROAP as well as by Mr Chet Taochoo of the GJA Project in ILO-ROAP.

Through the course of this evaluation, UN evaluation norms, standards and ethical safeguards have been followed. The evaluation was approached as a collaborative exercise: the evaluation team's approach to the tasks was consultative and inclusive, where possible, while still maintaining the independence of the evaluation. For example, the evaluators attended two major project activities in which all stakeholders were participating. Project teams helped select persons to be interviewed, for example, but did not participate in the interviews themselves. In the case of Sri Lanka, a project partner, Mr. Mathi Yugarajah from the Ceylon Workers' Congress did attend field meetings, in the capacity of translator. Attention to gender issues was paid throughout the evaluation activities, with special effort made to seek women participants' voices and perspectives.

In evaluating the project's overall performance, the main categories of analysis related to:

- | | |
|--|------------------------------|
| • Relevance and strategic fit | • Validity of design |
| • Progress and effectiveness | • Efficiency of resource use |
| • Effectiveness of management arrangements | • Sustainability |

The evaluation terms of reference suggested numerous research questions, however to focus the work and simplify the reporting of findings, key questions for each of the categories above were identified. The questions are included in Annex 2. The findings are structured around the main categories noted above.



Constraints and potential bias

Numerous project documents were provided for review as a starting point for the evaluation, however the project was not fully closed at the time of evaluation, such that the latest and final data was not available for review. For example, final updates on training participation figures, as well as expenditure, were not reviewed. A complete list of project-related documents was not provided and gender disaggregated data was limited, thus affecting the extent to which the evaluators can report on certain aspects of the project, and suggesting a potential bias.

The decision to include Indonesia, Sri Lanka and Nepal as the countries to be visited in the final evaluation process was proposed by the ILO and agreed to by the evaluators, considering the relatively recent conduct of the mid-term review, with missions to Bangladesh and the Philippines (as well as Indonesia), and considering time and budget. The fact that the regional conference was attended by project teams, including ILO and partners, from all countries meant that there was adequate opportunity to consult face-to-face, and for follow-up contact as required. Nevertheless, the actual consultations with ILO and constituents from Bangladesh and the Philippines in particular was brief. Furthermore, this evaluation does report on activities in countries that were not visited, and relies on secondary data presented by the project proponents. This is thus noted as a potential bias or skew in the findings possible through the evaluation process.

In the locations that were visited, missions were conducted in three (3) periods of not more than three (3) days each, i.e. 7 days only in total. As such it was not possible to meet all key partners in each location visited, nor to visit all the field sites. We were also reliant on project-provided translators for several meetings in both Sri Lanka and Nepal, however we have no cause for questioning the integrity of these providers. No potential stakeholders that were not involved in the project activities were consulted, although this may have provided a wider range of perspective on the various issues.

Overall, the evaluation provides a “bird’s eye view” of the project and its activities: an assessment formed from a range of information and experience, but also reliant on impressions from data and discussions that were focused, but brief. Given the constraints outlined here, the evaluation team has relied to a large extent on professional judgment.

Evaluation team

The evaluation was carried out by a team of two (2) international consultants, Ms. Taeko Takahashi and Dr. Lucy Mitchell. Ms. Takahashi is an environmental policy expert with over 15 years experience in applied environmental science research. Dr. Mitchell is a social development specialist with extensive experience in programme and project evaluation, including social and environmental impact assessment, as well as poverty reduction and capacity building more generally. The evaluators have diverse experience working in the Asia-



Pacific region, and have both supported ILO, other United Nations (UN) agencies and donors in a range of programme planning and review functions.

4 Review of implementation

The GJA project was more than 90% complete at the time of the final evaluation. The progress on project outputs and activities is described in Section 5 of this report. Annex 3 presents evaluators' notes on the project's logframe format progress report. A snapshot some training and orientation activities is provided in section 5.3. and a sample of project implementation statistics is shown in Table 2.

Table 2. Selected statistics of project implementation

Activity	Number held or people reached
Foundation training on green jobs	Approx. 435 reached
National green jobs conferences	5 held, approx.
Demonstration activities conducted	4

Table 3. Overview of demonstration activities supported

Country	Sector / principle activity focus	Main approach
Bangladesh	Renewable energy / training workers for employment in solar energy systems installation	Creating new jobs / training people into new/emerging green jobs
Indonesia	Tourism / supporting the greening of a government program under the name 'destination management organization' approach, training guides and homestay operators to be more environmentally-aware	Greening of existing jobs / developing standards and resources for the sustainable tourism sector
Philippines	Socialised Housing / trialing alternative materials and technologies to create eco-friendly construction products	Re-training / creating alternative employment for the greening of existing industry
Sri Lanka	Waste management / introducing decent work to workers in environmental sector	Making environmental jobs decent > green jobs
Nepal	No demonstration activities were supported	



4.1 *Progress on the Mid-term Review recommendations*

An independent mid-term review (MTR) was completed in March 2012, by a single reviewer visiting three (3) countries: Bangladesh, Indonesia and the Philippines; as well as the Regional Office. The MTR presented a detailed critique of the project design and provided recommendations for improvements in project logic and strategy, assuming there would be adequate time for these to be implemented. The MTR recommendations are included as Annex 6. A principle recommendation was for a rapid decision on a future phase of the GJA Project, so that aspects of the project could be adjusted over the course of some following years.

Given the donor has elected not to continue funding for the GJA project, and that a no-cost time extension of three (3) months was granted, taking the project completion date from July to September, the implementation context had not altered significantly between the mid-term review (MTR) and the final evaluation. There was effectively little time or little point in adjusting to or following the MTR recommendations during the remainder of this project, however they provide solid considerations for any related projects being developed subsequent to GJA project. As regards progress on activities in the GJA project, there was clearly increased progress in implementing activities in the second half of the project life, both before and subsequent to the MTR (see Section 5.4). This report aims not to repeat the analysis offered in the MTR report, but rather to reflect on the overall achievements of the project and emphasise lessons and opportunities around the broader topic of green jobs in Asia, moving forward.

5 Final project evaluation findings

5.1 *Relevance and strategic fit*

The relevance and timeliness of green jobs promotion was widely hailed amongst all project stakeholders. The ILO constituents consulted during the course of the evaluation universally acknowledged the importance of green jobs for their countries generally, as well as for their own organisations and communities, and were able to clearly explain the centrality of an environmental awareness and focus to various aspects of sustainable economic development and labour dynamics as well.

Similarly there was a general consensus that the concept of green jobs is new and while it is not difficult to grasp, it was not widely understood at the project outset in the target countries and groups – government, employers and workers. While national governments all have ‘road maps’, frameworks and assorted commitments to global climate change-related agreements, the follow through to relevant policies and practices is generally less concrete, particularly as relates to the World of Work. The GJA approach of developing capacity for dialogue, policy



development and demonstrations at the practical level thus addressed aspects of the needs in this area, contributing to a foundation understanding and commitment to developing green jobs as a national focus through a range of policies and information products.

The project objectives and the bulk of the activities were aligned with the Decent Work Country Programs, and indeed have helped the future DWCPs to become more explicit about the constituents' priorities and focus on green jobs in each country. In Nepal, for example, the newly-named Ministry of Labour and Employment regards green jobs to be a good model of employment with strong job creation potential. The project's strategy of engaging with non-traditional partners, for example

“'Green' is new, let alone 'green jobs', but all companies and employers are facing it. ILO is the only organization active on green jobs here”.
-Mr. Ishak, APINDO,
Employers federation,
Indonesia

ministries and professional organisations related to the environment or to specific sectors, was an appropriate way to bring together local resource persons to help build the wider understanding and commitment to green jobs. It helped widen the dialogue around green jobs, facilitated new partnerships, and also broadened the audience for “decent work awareness” more generally. For a complete overview (table) of the contributions the GJA project makes to each country's DWCP outcomes, refer to the project's Mid-Term Review report.

At the regional and national levels, the GJA project does not appear to have maximized engagement with other UN agencies with relevant expertise or cross-cutting interests in the topic of green jobs. There may be missed opportunities for collaboration and information-sharing, as well as the risk of ineffectively engaging certain stakeholders. Similarly, in each of the five countries, the project has only engaged with few, national non-government organisations in the environmental sector, with the same risks and missed opportunities noted in relation to other UN agencies. The GJA project resources and timeframe have likely been limiting factors in this regard, and the fact that the ILO constituents were the main target audience.

The ILO-Australian Government Partnership Agreement

ILO-Australian Government Partnership Agreement is a high-level document that sets out global objectives for collaboration and mutual support. The commitments and indicators set out in the Partnership Agreement show a high degree of coherence with the GJA project objectives and approaches, as elaborated in the project document. The project mid-term review (MTR) offered the following summary analysis of shared partnership objectives, with which the final evaluation team concurs and has elaborated upon in Table 4.



Table 4. Shared Partnership Objectives and examples of how GJA has responded

Shared objective 1 – To work together to advance the Decent Work Agenda of the Australian – ILO Partnership Agreement (2010-2015)	Shared objective 2 – To work together to assist developing countries in Asia achieve full and productive employment and decent work to advance the MDGs	Shared objective 3 – To build public awareness of the outcomes of the Australian Government – ILO partnership
GJA example: Decent work is a defining element of green jobs approach in all countries and in the regional level work. GJA has emphasized that environmentally-beneficial jobs are not 'green jobs' unless they also fulfill criteria being decent jobs.	GJA example: Promotion and demonstration of tangible green jobs creation in new sectors, as well as improving both the decent and green aspects of existing jobs that are environmentally-beneficial.	GJA example: Clear communication lines with Canberra and country missions in terms of both channels and outputs. AusAID representatives invited to participate in key national and regional workshops and conferences, along with media representatives who contribute to public awareness of the Partnership and of GJA in the participating countries. ILO also consistently used AusAID logo on project publications and resources, to ensure promotion of donor identity.

5.2 Validity of design

The GJA project was designed as a regional project, due to the common interest and importance of green jobs in the Asia and Pacific region, and in recognition of the opportunity to maximize gains through shared resources and learning across and between countries in the region. The five countries were selected based on their interest and ability to take on the GJA project, in addition to the relevance of green jobs to the country context and development priorities. In Bangladesh and Indonesia, there had also been previous dialogue and activities related to green jobs, which provided a basis for moving forward into the GJA project. While there is valid logic and evidence to support the ILO and Australian government approaching this as a regional, project, GJA would have benefitted from a more clearly defined division of roles between the regional team and the country level teams. This is discussed further in the sections on effectiveness of management arrangements.

Figure 1 shows the project's intervention logic, comprised of three main activity sets connected by the theme of green jobs and the broader link to national development priorities. The three 'prongs' to this approach respond well with the baseline scenario of multiple stakeholders with varying, but generally low, understanding of green jobs, and the need for information and

dialogue, as well as policies and demonstrable examples of green jobs promotion. This mirrors the project's three-fold objectives, looking at information needs, policies and demonstrations.

Given the project document's elucidation of the objectives, that "upon completion of the project, ILO constituents and national partners will....have acquired the capacity and the elements to take part in the national discussions on climate change and to respond to these changes", the project design lacked some clarity in terms of the role of capacity building and the way it was to be approached through this project. Capacity development is implicit in the GJA project overall, and as such the design would have been stronger had it included clearer, measurable indicators of capacities to be improved. Nevertheless, the three objectives and associated approach are generally appropriate to the situation and needs in the participating countries. The GJA project should also be viewed as part of a larger Green Jobs Programme, comprised of several projects; this means that the project activities and outputs contribute more widely to a series of changes in green jobs promotion. While the GJA project is alone in working at the policy level (included in its tree-pronged approach), the project activities, and those of other related projects, will all contribute overall to green jobs (and hopefully a green economy) promotion.

"The time horizon on this project was too short. We fear this may be like a plane crash....just as the work is taking off, all the partners are onboard...what will happen next? We have some ideas for that".

-National Project Officer.

The main finding regarding validity of design is that the project's timeframe did not realistically allow for a solid and sequential flow of activities that would lead to the expected outcomes. Rather, the short timeframe meant that activities particular to each objective had to be pursued simultaneously, in some cases to the detriment of the project outputs and outcomes. For example, in some countries the delays and problems with studies meant that they took longer to rectify and complete, so other activities had to commence in parallel. In other locations, there were delays associated with

government participation in arranging national conferences on green jobs. In most cases, the demonstration activities had to commence before precursor activities were finalized. In general, the level of outputs was rather ambitious for two (2) year timeframe; but would have been suited to the envisaged 5 year timeframe of the ILO-Australian Government Partnership. This finding reflects the evaluators' opinion based on a review of the project design documents, but also represents the views of nearly all the parties consulting during the course of the evaluation. Project personnel and ILO's tripartite partners all lamented that funding for this project will not be continued, and recognize that the actual achievements possible in a two year period would be impacted. The GJA project was in fact envisaged as a two phased intervention, with momentum building during project Phase I (year 1-2) and achievements developing over a longer period, through the project's second phase (Year 3-5), including the expansion, refinement and replication of the employment models developed under Phase I.

Objective 1, related to the capacity of ILO constituents to engage in dialogue on green jobs, identified directly the need for "reliable sources of data and information on green jobs and training, including on the employment impacts of environment-related policies and good practices on green jobs in all participating countries". As such, a key activity related to this

objective was to be the generation of reference materials, though mapping studies and documentation of good practices. The intention appears to have been that the information and materials generated would be used to develop capacity for dialogue and engagement, as reference material for policy development (objective 2), and in the selection of sectors in which demonstration activities would be supported (objective 3). Given the paucity of existing information about green jobs at the national levels, studies, surveys and documentation activities would be better separated from the wider capacity-building objective. The time required for studies and documentation also mean that a longer project timeframe would be required if the outputs from activities related to Objective 1 were to genuinely underpin the other objectives (2 and 3). Alternatively, these studies could have been included in project preparation period rather than in the implementation period.

Objective 3, related to demonstrating green jobs promotion, was necessarily broad so as to ensure partners at the national levels had scope and authority to shape the activity. ILO felt it was important to engage the constituents in the scoping and design phases (to some extent), but this required time and resources. Indeed it took some time for certain constituents to embrace the concept of green jobs, and so agreeing on a demonstration sector was not always easy. As a design feature, however, the risk is that the focus of the demonstration is diluted and a less coherent set of lessons may be drawn from the activities supported, than if for example the support was more tightly defined. For example, all demonstrations could have been about the greening of a polluting job or sector; or all about making existing green jobs/industry more decent, or any one of the diverse approaches taken. All (4) demonstrations achieved the general objective and have merit as examples within their national contexts, however to ascertain these contributions as a regional project, some lessons from across the demonstrations should be able to be clearly drawn. While there is adequate potential for learning and replication for example between sectors, or within a sector between countries, the approach taken would require more effort to document and analyze results, to share any meaningful findings. In summary, the feasibility of replication may be greater if the scope of the demonstration activities was more defined or uniform across the countries, for example.

The GJA project design recognized the importance of engaging with non-traditional partners – many of whom have a more specific mandate and / or expertise related to the natural environment. The newness of the green jobs discourse for ILO's traditional partners meant they could benefit well from exposure to new partners; the project's approach of engaging with non-traditional partners was important in this regard. Most of the project consultants and partners affiliations were strategic and the roles allocated to them appear to have been appropriate. The list of partners and organizations involved is included in Section 1 of this report.

“We don't usually meet so often with employers groups, usually only thanks to ILO, but with 'green jobs' we should start talking and meeting more independently now”.

Mr. S. Islam, Trade Union, Bangladesh

Gender aspects were built into the project design, although achieving parity in terms of participation in project activities proved difficult (discussed in section 5.3 under the heading 'sectoral interventions'). Targeted inclusion of women participants in project objectives and activities (such as training sessions and the project's consultant teams), for example, may have at least helped to ensure greater gender awareness.

The risks and assumptions identified in the project document are shown in Table 5 below, with evaluator comments.

Table 5. Comments on project risks and managements

Risk	Mitigation and management	Evaluator comment
National information and data sets are not available (Nepal and Sri Lanka) for the production of research studies for policy analysis	Alternate methodologies will be pursued in order to provide a statistically sound overview of green jobs, potentials and sectors	Overall the studies/data aspect of the project encountered a lot of problems, suggesting greater resources required for this (time, budget, expertise).
Quality information not available in time and assessed by qualified experts	-	This assumption was partially correct and actions were taken to develop local approaches and solutions.
Limited qualified native trainers and moderators for training sessions	-	Local resources persons were available in most cases, and worked well with ILO personnel on tasks assigned. Generally, the newness of GJ has not meant there are not people with suitable expertise or transferrable skills.
Lack of high level presence of constituents and national partners	Constituents and partners will be notified of events ahead of time to encourage nomination of key focal points at national events.	Mitigation effort was effective.
Institutional mechanisms not in place to allow participation of ILO constituents in new or existing committees	New institutional partnerships for advocacy and support of green jobs will be pursued at all stages of the project.	Mitigation was effective but further effort (time, resources and technical support) to facilitate institutionalisation still required to support sustained interactions.
Lack of high level contribution from ILO constituents	Constituents will be regularly consulted and involved in the delivery of project interventions.	Mitigation was effective, or risk may not have been valid as ILO constituents contributed well.
The demonstration project will not deliver expected results in the given timeframe	Projects will be continuously monitored and validated by regional and country offices	Risk identified was accurate (overly ambitious timeframe), but mitigation was relatively

	and corrective actions taken to ensure implementation of activities are in accordance with agreed-upon timescales	effective, mostly due to project teams and partners' high commitment and effort.
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It is not clear whether the monitoring and evaluation (M&E) responsibility rested with the regional team or at the country level; in any case a clear M&E plan against the project activities and milestones was not developed at the regional level, but the National Project Coordinators (NPCs) in each country developed a reporting system against their activities in country-level project documents. The financial monitoring was managed by dedicated personnel and the overall reporting was undertaken by the Regional Coordinator, with annual progress reports providing adequate explanation about the achievements and challenges experienced. In the project design, the Community of Practice internet portal was envisaged as a repository of information about the project and about green jobs more generally; it served this function to some extent, however in the second half of the project, the knowledge management challenge was more clearly appreciated and a dedicated resource was recruited.

Regarding the allocation of funds for different activities and partners, there was a considerable difference in allocations between the five (5) countries, and yet each was expected to produce more or less the same outputs and outcomes. The exception is Nepal, where no demonstration activities were supported, and Indonesia, which had a greater budget allocation and was expected to deliver more than the other countries. However, clearly some countries teams found it very challenging to deliver on the project objectives with minimal resources and a short timeframe. Generally, the countries that had prior dialogue and interventions related to green jobs, namely Indonesia and Bangladesh, were in a much stronger position to develop activities and achieve outputs in the allocated timeframe.

5.3 Progress and effectiveness

This discussion of progress and effectiveness addresses three (3) main aspects of the project's expected outputs, highlighted for focus in the evaluation TOR and shown in bold below. These findings on the progress in implementing, and effectiveness of, activities should be read in conjunction with Annex 4. Annex 4 presents a simplified version of the project logical framework (logframe), with evaluator's comments against the main outputs reviewed. Discussion is presented collectively for the GJA project, with examples provided, and anomalies noted. Country-specific reviews developed during the project's mid-term review (MTR) also provide details not repeated here.

Constituents and partners capacity

The principle capacity building activities carried out by the GJA project were training and information sessions, national conferences and knowledge sharing workshops, and a regional workshop. Other activities and outputs were also deemed part of the resources and processes

for strengthening constituents' and partners' capacities: the mapping studies, documentation of best practices, development and/or translation of training manuals, and video materials produced on various aspects of the demonstration activities, were all intended to support capacity development through the GJA project.

The GJA project teams benefitted from established relationships with the tripartite constituent organisations in each country. The promotion of green jobs represented a new dimension to the social dialogue already underway as part of the five (5) respective Decent Work Country Programmes, but did not require establishing new relationships with the main partners. In the cases of Bangladesh and Indonesia, the GJA work built on related 'green dialogue and activities' already underway allowing for extra particular momentum that was not possible, for example in Nepal.

At the same time, the GJA project introduced ILO's traditional partners to different ministries, agencies and actors for the purpose of discussion, training and collaboration. The starting point for this was in identifying agencies and resource persons to support foundation training and training for trainers in the employer and workers' organisations. In particular for ministries of labour, GJA connected them to ministries of environment, natural resource management and agriculture, for example, as well as to the climate change councils – which mostly report to the heads of State. This was a divergence from their typical modus operandi and helped broaden their understanding of the issues around climate change, and its connection to the World of Work. The partners consulted during the final project evaluation generally expressed the view that their awareness had deepened and they realized that green jobs cannot be created or promoted in a vacuum. Green jobs is an inter-disciplinary concept, with interrelated policy and practical implications. The involvement of diverse partners in the GJA project appears to have helped national stakeholders come to grips with this "interrelatedness", seeing green jobs from the perspective of environment, employment, economy, skills and finance, for example.

"We knew about the environment but not about green jobs. ILO has shown us the way" – Mr. S. Alam, Representative of Ministry of Environment, Bangladesh



Photo: waste management workers interviewed in Sri Lanka, September 2012

Table 6. Summary of foundation training provided

	Bangladesh	Indonesia	Nepal	Philippines	Sri Lanka
Number of participants(*)	190	60	100	75	110

(*) summarized from ILO folder provided at Regional Green Jobs Conference, August 2012

Table 7. Summary of gender participation in GJA training activities (male:female)

	Bangladesh	Indonesia	Nepal	Philippines	Sri Lanka
Foundation training	15:2	-	43:10	-	-
Training for workers	124:47	30:12	67:14	10:8	50:16
Training for employers	94:10	30:12	47:14	-	-
Sector specific training	20-30% female participation in 4 batches of solar panel technical training	30-40% female participation in Foundation Training	-	-	64:11 (on hollow block construction) 2:34 (on coir rope erosion material)

Stakeholders generally reported that their exposure to green jobs foundation training, and/or to 'rolled out' training sessions through their respective organisations and affiliations, was useful and appropriate. As a project initiating green jobs capacities, it was appropriate that in most cases the participants were largely from higher levels of the organization. In terms of capacity to engage in dialogue on green jobs and to further green jobs promotion, some gains can be seen from the project outputs on policy development, and this comes in part from the improved capacity of organisational leaders and policy makers, through their involvement with project activities. As with other projects, however, it is a challenge for GJA to continually follow up to fill gaps in institutional memories and knowledge, especially amongst government personnel. Frequent personnel turnover at governments did hinder the operation of the project. Capacities developed through the training activities and the implementation of GJA are virtually lost with personnel turnover in many government ministries.

The national conferences and the regional conferences were important elements of the awareness raising objective of the project, and landmark dialogue events on green jobs. The national conferences held in each country were important moments for tripartite discussion with examples of concrete outcomes and commitments. The project-sponsored regional conference on green jobs (Surabaya, August 2012) was well attended with enthusiastic participation by all

constituents. The range of presentations made perspectives offered in the various break-out sessions indicated a high level of interest and engagement, suggesting that capacities to engage meaningfully in green jobs dialogue is relatively mature. At the same time, the “consensual tone” of this conference was somewhat surprising: there was a high level of agreement amongst trade unions and employers on green jobs’ significance generally, but debate about the ways forward, for example for informal workers in unregulated and/or most environmentally-damaging industries did not occur. While the conference was not intended necessarily to elicit such debate, there remains a need for such discussion to take place at the national level; GJA is considered to have contributed reasonably well to capacities for this.

The general feedback on capacity building activities was that the green jobs training and national conferences, for example, would require follow-up and further out-reach to others. In particular, it was noted that most of the sessions on green jobs delivered to employers and workers were not coordinated or synchronised, such that there has not yet been ample dialogue between these partners at the practical level (for example, in a follow-on phase or project). Thus, while representatives of the tripartite organisations meet and participate together in the foundation training, for example, when second and third – line personnel are trained or exposed, it is with others from the same constituent group. In some cases, workers from one sector were trained, whereas employers from a different sector were. Further support to constituents to coordinate and target the same sectors (where feasible) for green jobs training events, would help increase mutual understanding and stimulate innovation or agreements on aspects of environmentally-sustainable decent work.

The GJA project support to demonstration activities was arguably the space for this collaboration to occur, and indeed in the actual cases developed, employers and employees were better able to develop their ‘green jobs’ capacity together. For example in Sri Lanka, in the waste management sector both workers and employers were trained, as this was the sector selected for demonstration activities, as the plantation sector has the highest trade union representation in the country. Whereas for foundation training, plantation workers received training through their union, their employers were targeted through their membership in employers’ organisations, and generally did not receive the same training, (see also Case Study Box 1). Support to demonstration activities is discussed further in the later part of this section (5.3).

Other activities and outputs from the GJA project that were considered as part of capacity building include studies mapping the existence and potential for green jobs at the national level, documentation of good practices, video materials collected to disseminate green jobs information and examples and a Community of Practice (COP) web-based information centre. Of these activities, the mapping studies were problematic in all countries, primarily due to the approach taken by an external partner appointed at the project outset, GHK International. Although remedial actions were taken by each country, and their completion due by project closure, only Nepal, Bangladesh and Indonesia had finalized these studies at the time of the evaluation. Efforts to disseminate the results of these studies will also have to take place after the official closure of the project; the project officers all indicated their intention to disseminate

by the end of project period, and to continue close out and sustainability activities beyond the project period.

The Community of Practice (COP) portal used by the GJA projects, along with others in the ILO Green Jobs Programme, is a solid repository of information open to anyone who can read English. The numbers of persons registered as accessing the COP is relatively low, at less than 200, suggesting that more effort to promote the COP, and to include languages other than English may be required. Some constituents consulted during the final project evaluation admitted to having never accessed the COP, whereas others stated that “it is extraordinarily useful...very powerful”. The audio-visual documentation from demonstration activities and of partner statements was also of high quality and represents a useful set of resources that the ILO can also continue to share post-project to continue supporting dialogue and momentum on green jobs.

In general, the GJA project attempted to be strategic in its choice of language when targetting stakeholders and different groups, for example, management personnel, as opposed to specific ethnic groups employed in a given sector or type of job. The “GJA knowledge sharing workshop” in Sri Lanka held on 13 September 2012, for instance, was conducted in English, and was reported on national English newspaper. Indeed, such knowledge sharing is considered most relevant for senior management level, amongst whom in Sri Lanka, primary communication is done in English; by contrast, also in Sri Lanka, health and safety guidelines for waste collection workers were produced in local languages, with some illustrations. Similar events were held in all countries.

Case Study Box 1: Raised awareness of Ceylon Workers' Congress (union) leaders leads to changes in personal behaviours.

In a focus group discussion for this evaluation in Kandy, Sri Lanka on 15 September 2012, the Ceylon Workers Congress regional leaders who work on 7 different tea estates offered some examples of the benefits they see from the GJA project:

“Now we are re-using plastic bags. We can’t afford other bags but we take the bags back to be used again”.

“Fire wood is given to us [for fuel] but now we try to just use dry branches rather than chopping whole trees...and we have spread the word about the dangers of cooking by burning plastic bags”.

“Previously the sprayers [workers] had no personal protective equipment (PPE) and washed themselves down in local waterways; now we are negotiating with employers to give them PPE and we are telling those workers not to wash in the waterways”.

As day-labourers, the workers found it difficult to train others; instead they suggested their employers need to have trainers trained, or dedicated resources for greening their workforce and workplace practices.



Policy support

Mainstreaming a new concept into national policies requires paradigm shift towards policy integration/cohesion, and that involves a wide range of stakeholders from line ministries, different levels of authority (national, provincial, municipal) and other stakeholders including social partners. GJA has involved a range of non-traditional partners, particularly in foundation training and conferences on green jobs, and in demonstration activities.

While most of the partners are still having preliminary policy discussions and are yet to have developed policy elements, for shifting to a job-centred and gender sensitive green economy, there is nevertheless some evidence of adoption of green jobs concept in plans, policies and processes at each country level. The COP website¹ shows a list of references to green jobs in national policies and processes, indicative of progress towards this objective. For example: institutional mechanisms established to discuss green jobs include a task force formulated in Nepal; a policy analysis study identifying entry points for green jobs in the context of Sri Lanka's "Haritha Lanka" (Green Development Plan); in the Philippines the national Climate Change Action Plan has included green jobs in its strategies/action points. In three of the five countries (Bangladesh, Nepal and Philippines), the participating trade unions have developed position papers related to climate change and environmental issues; three of the five (Bangladesh, Philippines and Sri Lanka) the employers' organisations involved have also developed position papers and/or publications.

Numerous references to green jobs also appear in labour policies (all countries except Nepal); and national climate change action plans in Bangladesh (draft) and Philippines. In Indonesia, a strategic plan for tourism and green jobs has been launched (September 2012) and the Ministry of Youth and Sports is taking action to formulate policies based on the synergies recognized between their youth employment and environmental priorities, under the umbrella of "eco-preneur" development for Indonesia. All these examples are indicative of a reasonable degree of mainstreaming that has taken place both with government and social partners, in the relatively short period of time that GJA project has been implemented.

In addition to these mechanisms, plans and references or statements, the project's progress in promoting green jobs at a policy level can be seen from the integration of green jobs in the Decent Work Country Programs. These tri-partite agreements require extensive discussion and negotiation in their development, and while ILO is one of the main stakeholders, integrating green jobs in the DWCPs can only have occurred with the understanding and consent of all parties. GJA, along with other related activities by the ILO country offices and their constituents, has helped create buy-in, demonstrated through the position of green jobs in the new DWCPs. In Sri Lanka, for example, where a national green development plan is in place and stakeholders are considered already "very green", this feat was accomplished somewhat more easily than in, for example, Indonesia, where there has been greater disparity in stakeholders' views about the types of industries to pursue and the value and feasibility of greening industries or the economy. Thus, the entrenchment of green jobs in DWCPs can be attributed at least in part to the training and advocacy and demonstration activities in the GJA project.

¹ (<http://apgreenjobs.ilo.org/green-jobs-team/green-jobs-in-asia-regional-conference/conference-documents/green-jobs-projects-background-documents/green-jobs-in-asia-gja-project/regional/list-of-references-to-green-jobs-in-national-policies/view>)

Finally, examples of requests for further assistance, notices of intention to pursue or collaborate further and such documentation are considered indication of policy support from GJA project. The development of concept notes on a range of related activities, and signing of MOUs between ILO and diverse partners, are also shown in the COP website (see footnote 1, reference for a link). These are also solid examples of outcomes reflecting a shift in awareness and changing paradigm towards green jobs, which may be expected to lead to policy changes.

Sectoral interventions

In response to the GJA project's third objective, the ILO and constituents collaborated to identify a sectoral intervention for support. As noted in section 5.2 on the project design, the parameters for these demonstration activities were quite broad, enabling the country-level partners most discretion in determining the details of the support for green jobs demonstrations. Table 2 (in Section 4 of this report) sets out a summary of the main kinds of support for demonstration activities across the project.

The diversity of sectors, approaches and actual interventions carried out in response to GJA project objective 3 meant that drawing conclusions and lessons learned (for replication purposes, for example) would be difficult. As noted earlier, GJA may have benefitted by having more specific parameters for selection of demonstration activities, in terms of sectors and/or approaches. At the country level, there is a lot of documentation but at the time of the evaluation, there was not yet a comprehensive analysis of lessons learnt from demonstration activities in each country that could be used for further expansion at the national level or replication in other countries. Although an attempt was made for presentation in the documentation for the regional conference in Surabaya, a more comprehensive analysis was planned upon the start of the second phase (Year 3). Thus, to consider the extent to which green jobs have been created and/or promoted is difficult to ascertain.

Nevertheless, at the sectoral level, the demonstration activities have been undertaken with enthusiasm and strong commitment by the ILO partners. In reality the activities have been implemented for less than one (1) year, such that there has not been sufficient time to refine and improve approaches, materials, etc. The fact that the actual demonstration activities (i.e. involving workers) has been less than 1 year is not considered unreasonable given the time required for ILO and its traditional partners to engage others, build understanding, identify and select a sector and type of intervention, then commission or contract aspects of the work, all prior to the actual demonstration getting underway. This brief timeframe is also the main reason that the demonstration activities cannot be said to have shown clear results in terms of the creation of a certain number of green jobs, for example. Generally, it takes more time to develop green skills and products, and to reflect on, then refine them.

The enthusiasm of partners involved, and the response within the different sectors to the green jobs concept and activities associated with the demonstration activities, suggest that the GJA project has been 'on the right track' with the actual work being done in this area. Indeed at the practical level, some remarkable outputs have been delivered, as shown in Table 7.

The various demonstration activities have also made commendable use of other existing ILO products to complement the demonstration activities, for example using SIYB (Start or Improve Your Business) training package, WARM (waste management safe work practices manual), ILO life-skills training package, and maximizing linkages with other (past or present) ILOs projects.

Along with the training activities, the demonstrations supported by GJA were a main area where the project had clear gender participation targets. In most cases the targets were not met, apparently due to cultural conditions in the participating countries, which affected the willingness of women to participate, for example, in technical training activities. The challenges of women's participation in the green jobs demonstrations directly nevertheless requires some further analysis and documentation, so that approaches can be adapted and/or better planned for future interventions. Within ILO staffing of the GJA project itself, the project achieved a good level of gender equity, and has been able to actively promote and seek ways to improve women's participation at least in conference and workshop activities.

Table 8. Highlights of achievements in the demonstration activities

Bangladesh	Technical training package linked to strong market demand supported by government policies (in renewable energies), and 40 batches of training conducted through rural network of 10 established Technical Training Centres, involving 103 trainers trained, curricula & course material developed for mainstreaming and 1500 trainees.
Indonesia	High responsiveness to needs of eco tour guides and homestay operators, provided diverse and practical training: cooking, souvenir-making, cooperative strengthening and financial management. Preparation of industrial and competency standard for green homestays as well as training modules. Refinement of the ecotour guide competency standards
Sri Lanka	4000 waste management workers provided basic training in safer work practices; informal workers at one site better organized, with safer work practices, reduced absenteeism, and significantly increased incomes.
Philippines	Produced a Green guide on Socialised Housing, incorporating experiences and references from the demonstration activities targeting production of green building materials.

5.4 Effectiveness of management arrangements and efficiency of resource use and

Effectiveness of management arrangements

As set out in the final evaluation TOR, the ILO administers the project in accordance with its regulations, rules and directives governing Technical Cooperation and project cycle management. Project management is directly executed by ILO ROAP under general technical cooperation procedures and implementation plans as outlined in project documentation. Staffing consists of a regional coordinator position as well as national project coordinators. Regular programme management including approvals of work plans, budgets etc. is the responsibility of a full time Regional Project Coordinator, (RPC) with technical backstopping from the Senior Environment and Decent Work Specialist based in Bangkok.

In each of the five participating countries, the project is managed by a full-time National Project Coordinator (NPC) based in respective ILO country offices. The NPC reports directly to the RPC and is responsible for the day-to-day management of national project activities, including the coordination of inputs from ILO constituents and stakeholders. Varying degrees of guidance desired from ROAP by the country teams suggest that the division of roles between ROAP and country could have been better defined. Coordination and reporting functions may have been better elaborated. As country offices required technical support from ROAP, greater resources for that may have been allocated. At the country level, NPCs were almost 'one-person shows', who would have benefitted from having more time to focus on technical aspects (including facilitation), if there had been more resources or support for administration, monitoring and reporting aspects.

Project Advisory Committees (PACs) have been established in each project country to provide guidance and feedback on the strategies of the project, review the work plan and discuss results to support project implementation, as well as to provide guidance and recommendations to the project. PAC members consist of representatives from ILO, relevant ministries, employer's and worker's organizations and other stakeholders. PAC will meet on regular basis as agreed in each country during the project lifetime. The evaluation team did not meet with any PACs, but was able to meet with selected members during the regional conference and field missions. In some countries, the PAC functioned as intended, serving as a key decision-making body for project activities, including on sectors for the demonstrations, for example. In other cases, the PAC seems to have been passive in its guiding function, albeit with interest and enthusiasm, and clearly showing effort to engage non-traditional partners in all aspects of the project.

A major challenge for the GJA project was in the delay in project start-up and resultant delays in the recruitment of key personnel, both at the ROAP and at the country level. Details of these challenges are documented in the MTR report. Although the project eventually retained a solid team of professionals with relevant experience and/or expertise, the recruitment delays have an effect through the life of a project, with delays in dialogue, decision-making, and achievements against objectives. The delays in filling key positions in the GJA project meant not only that much of the work was not commenced as initially conceived, and also that the personnel involved in the later part of the project, have had to work extremely hard in order to keep it on track and ensure the successful achievements set out in this report.

The project's efforts to respond to delivery pressure, and use consultants as needed, has helped achieve the progress outlined in this report. For example, at the regional level, initiating the involvement of advisors for capacity building, knowledge management and communications (which was a resource shared with other ROAP projects) was an effective response to the needs encountered from the first year of project implementation. At the national level, recognized experts were engaged as resource persons to assist with key activities, improving the quality and efficiency of project implementation.

Monthly reports were produced on Immediate Objective 1 (capacity building) and Immediate Objective 2 (policy) and uploaded on the ILO-ROAP website on a monthly basis. As regards Immediate Objective 3, detailed workplans were developed, and then updated in January 2012. The documentation for the Regional Conference in August 2012 presented summaries of project information, and the project monitoring reports were provided. As a general comment however, substantive monitoring and documentation are areas that may require greater resources and/or a higher level of responsibility, to better enable the project partners to continuously learn from implementation experience. In particular, the national teams probably required more resources in order to improve their substantive monitoring of project activities.

Efficiency of resource use

Analysis of project budgeting data carried out during the MTR is not repeated here, but is summarized for reference in Annex 5. Although a final project balance sheet has not been reviewed, the last data available suggested that close to 100% of project funds would be delivered. In general, the national conferences used less funds than envisaged, and the whole project appears to have required more funding for travel and technical assistance. Support to social partners and the demonstration activities were aspects of the project that absorbed most budget. Given the sizeable cohort of trainers and trainees reached through the demonstration activities' training components, this aspect of the project in particular represents solid value for money.

5.5 Impacts and Sustainability

As constituents are just emerging from a 'foundation stage' in their awareness and response to green jobs as a concept, the project's enduring impacts will be forthcoming. At this early stage, the main impact seen is ILO social partners' changed levels of understanding and uptake of the green jobs concept. The paradigm shift is occurring, and importantly, partners have a stronger sense of the interrelationships that are central to green jobs. The participation of GJA countries in the panel discussions on green jobs at the Rio +20 conference, for example, indicate that awareness has been raised and empowerment for participation has increased. The various policy processes, partners' plans and publications, for example (see previous section on Progress and Effectiveness), all indicate ways that green jobs is being integrating into national agendas, suggesting that the concept of green jobs will have continued currency in the future.

The project design approach to sustainability was primarily to help ensure relationships were established and facilitated, where possible, into a formal format (such as task forces), to carry dialogue forward beyond the project, and to make use of the resources and knowledge generated during the GJA timeframe. As described above, and in Annex 4, there has been varying progress in this regard. For example, in Nepal, the newly-named Ministry of Labour and Employment regards green jobs to be a good model of employment with strong job creation potential, and a task force is in place. Across the region, however, interviews with diverse constituents revealed that continued assistance in the form of further/advanced trainings, strengthening partnerships among constituents, as well as strong leadership at management level would be necessary to keep the momentum on Green Jobs promotion. In other words, a subsequent phase of the GJA project would be appropriate and welcomed by beneficiaries. ILO is seen as the main agent leading the way on green jobs, and is expected to provide on-going support and advice in this area.

5.6 Lessons learned

The following key lessons learned have been noted from project participants or as an outcome of the evaluators' analysis:

Lessons learned through the course of this short project relate to the project activities as well as to the wider discourses or themes such as green economies, green prosperity, and climate adaptation responses. The main lessons include:

- Green jobs is a new and emerging topic about which there is a high level of interest amongst all of ILO's traditional partners, and indeed a much wider range of stakeholders in national and regional development. Building understanding about green jobs requires ongoing effort, working at different levels, to respond to the different baseline knowledge levels. With the GJA project support, some concrete examples of changes have already

occurred, however, it will take some time for some countries before larger-scale, sustainable changes in green jobs availability and experience can be seen.

- Overall, the project's strategy of engaging with non-traditional partners, for example ministries and professional organisations related to the environment or to specific sectors, was an appropriate way to bring together local resource persons to help build the wider understanding and commitment to green jobs. It helped widen the dialogue around green jobs, facilitated new partnerships, and also broadened the audience for "decent work awareness" more generally.
- The language and terminology used in green jobs discourse needs careful consideration. Although the green jobs definition officially espoused by this project is the generic ILO/UNEP definition, some stakeholders considered it to exclude some actors who in fact have huge potential to contribute to creating a low-carbon economy. However, the project implementers were careful to focus on the specific economic sectors which had been identified under the ILO-Australian Government Partnership Agreement and which, by definition, excluded some important partners for promoting a green economy. Some of these comments were more related to promoting a green economy while the main focus of the project was promoting enabling conditions for jobs (and green jobs) under the shift to a green economy. This discussion suggests a need for further awareness-raising and explanation of the role that all sectors and different partners can have in promoting a low-carbon, environmentally friendly economy and most importantly for ILO constituents, creating green jobs for men and women .
- The GJA project focused specifically on green jobs, but many stakeholders considered green jobs as part of a wider discourse on green or greening economies,. Considering how and when it may be more appropriate, and indeed more effective, to talk about 'green economies' more holistically than about 'green jobs' is a challenge for actors in this area. Although the Green Jobs Employment models developed under the project highlight the requirements for new business models, the connections between green jobs with green business or greener enterprises, and indeed greener economies, should be well explained in future project designs.
- Interviews with diverse constituents revealed that continued assistance in further/advanced trainings, strengthening partnerships among constituents, as well as strong leadership at management level would be necessary to keep the momentum on green jobs promotion.
- There is an ongoing need for data and analysis about green jobs and green business opportunities; the materials generated will be important references for future demonstrations, and investments, if they are based on studies that are well-designed and carried out to a high standard. Due to the problems experienced in the mapping

studies in this project, some further work in this area is still required in the GJA countries. Studies should be commissioned at the country level, or at least require co-implementation with local partners, for example from national academic institutions or consultancy firms. The GJA approach in responding to the initial problem with the studies was appropriate, namely, to issue coherent terms of reference from the regional team, but with a degree of flexibility so that the information to be gathered could reflect or be meaningful in the local context, considering for example, different availability of data.

- There is an ongoing need for training and tools (internally and externally). In some cases technical skills are lacking, so a focus should be on developing the specific skill sets (and supporting resources). In other cases there is solid technical know-how, but a gap in terms of implementation, and knowledge for example of how to scale up and disseminate knowledge from one sector or organisation to another.
- The GJA project endeavoured to follow a systematic approach for all interventions, based on a standard-based approach. This is challenging as the types of training needed by different partners varies greatly, as does the type and style of training needed by one sector as compared with another. Similarly, the training needed by people in the higher echelons of an organization is very different from that needed by workers (typically the former is policy-oriented whereas the latter requires training to be implementation-oriented). Thus, even for foundation training for example, the materials must be carefully tailored to the audience, to ensure it is appropriate and relevant.
- The project demonstrated a diverse set of approaches to stimulating green jobs, and refers to these approaches as employment models. The 'models' were all based on three pillars: access to (green) skills, finance and entrepreneurship, with some significant differences between the sector-based approaches. In a regional project like this, a higher level of consistency, either in the approaches or in the selection of sectors may have led to some more clear conclusions or lessons in the short timeframe available.
- The timeframe for the GJA demonstrations was inadequate for impacts to be felt and conclusions or lessons to be meaningfully drawn. The dissemination of lessons, adaptation and/or replication and scaling up were activities planned for a second phase (year 3-5). Yet for the initial demonstrations too, a slightly longer timeframe would seem more realistic.
- Sustainable development and green jobs are context-dependent. As such, there is a strong need for synergy between the different actors in the demonstration activities, and clear links to the policy outcomes that could arise from the demonstrations. This requires a longer timeframe to enable the coordination and facilitation of multiple parties, and to allow follow up, particularly in the policy arena.

- Having a dedicated professional for communications functions, particularly to support documentation and dissemination, is good project practice generally, and especially for projects aiming to improve capacities. Many target audiences grasp information most effectively from audio-visual formats, so project investments in this area are well made.

6 Conclusions

The GJA project had realistic and appropriate objectives, but an ambitious timeframe and wide area to cover with the resources available. The main achievement of the project can be described as initiation of new concept which stimulated constituents' motivation to work toward economically, socially and environmentally sustainable ways in all five project countries. While the ILO's definition of Green Jobs is yet to be fully understood and realized throughout the region, the concept of Green Jobs has been well-embraced and can be expected to endure beyond the project completion. Overall, the project's strategy of engaging with non-traditional partners, for example ministries and professional organisations related to the environment or to specific sectors, was an appropriate way to bring together local resource persons to help build the wider understanding and commitment to green jobs. It helped widen the dialogue around green jobs, facilitated new partnerships, and also broadened the audience for "decent work awareness" more generally.

Some difficulties in the research and documentation aspects of the project are attributed in part to the centralized approach taken to mapping studies at the outset of the project. However for training seminar and conference activities, a good mix of centralized and local cooperation for planning and implementation was achieved, resulting in solid participation and positive feedback from those involved. The demonstration activities were diverse and somewhat difficult to analyse at a whole-project level; at the individual level much was achieved in a short timeframe, but time constraints have meant that thorough documentation and analysis is still needed. There is a high level of interest in learning from the demonstrations, with a view to replication and scaling up within the same sectors, as well as across sectors and geographic areas. Future effort in this area would build on the solid foundation established by the GJA project, and likely yield tangible impacts in terms of decent employment and environmental management, as well as lessons for climate change mitigation more broadly.

7 Recommendations

The following recommendations relate to the current project approach, structure and activities, for consideration in the design of related activities or projects subsequent to GJA. The recommendations mostly pertain to ILO generally, however in the tripartite relationships at country level, it may well be determined that another constituent can take the lead and/or undertake the recommended actions.

1. A subsequent phase or follow-on project to the GJA should be pursued with interested donors, and ILO to involve its constituents in preparing project design.
2. ILO can further assist both traditional and non-traditional partners in promoting replication of demonstration activities or of other good practices. The first step in this is to finalise documentation of the activities already supported, including clear descriptions, analysis and practical 'how to' steps to consider for replication. Similar documentation of good practices should be undertaken and disseminated.
3. Overall green jobs baseline data and information still require strengthening. ILO can assist constituents in conducting green jobs case studies with practical/technical, as opposed to academic, analysis, including cost-benefit analysis, payback period of initial investment, required skills, available assistance from governments, and incentive creation.
4. Replication of good practices would be an effective mean to considerably advance Green Jobs. Thus, a shift from simply sharing information to transfer knowledge in assist replication elsewhere is called for. Future activities to consider arranging study tours for groups of interested social partners visit a site and observe the good practice for hands-on experience and direct interaction with stakeholders, to gain deeper understanding of how the practice has been developed and implemented, being motivated. Effective transfer from study tours usually requires post-tour follow up and facilitation too.
5. Continue to promote the Community of Practice (COP) portal; consider diversifying the languages that materials on the COP are provided in. Key resources to be translated to regional languages (budget permitting). Alternatively, encourage COP members to post translations they make of any materials appearing on COP portal.
6. As a complement to the standards-based approach used in this project, ILO and partners would need to enhance synergies between green jobs and other global discussions, such as green economy. One aspect of this would be proactively raising awareness on green jobs concept at global and regional forum, and increasing collaborating with other UN agencies. ILO's efforts to engage diverse ministries and agencies has begun through GJA, yet the ILO constituents would find it easier to incorporate the new concept into the work they have already engaged in, if green jobs is

synergized with other programmes, or if more parties were aware of green jobs. In reality, national awareness and regional synergies on green jobs and green economy will be achieved progressively over time.

Annex 1. Terms of reference for the final evaluation – (shortened for inclusion here)

Purpose/Objectives of the Final Evaluation

The purpose of the Green Jobs in Asia project final evaluation is to assess the achievements against stated objectives and targets and examine the impacts and lessons learned from project implementation. Key areas to address are:

- To determine project achievements vis-a-vis the approved log frame and work plans in terms of objectives and outcomes based on inputs, budget and timelines
- To identify good practices and lessons learned for informing post-project arrangements, including upscaling strategies and sustainability plans
- To provide recommendations on how the project strategy, outputs and activities might be improved upon and applied to future interventions

4. Scope, Coverage and Clients

The subject of final evaluation is the Green Jobs in Asia project funded by the Australian Government under the Australian Government – ILO Partnership Agreement (2010 – 2015). The evaluation will assess the entire period of project implementation (August 2010 – September 2012). This final evaluation will cover all the five (5) implementation countries of the project namely Bangladesh, Indonesia, Philippines, Nepal and Sri Lanka. Institutional project partners include the Government and social partners within these countries, but also non traditional partners of the ILO and relevant specialized United Nations agencies, relevant to the sector intervention. These include in all countries, the Ministry of Environment, but also Ministries of Culture and Tourism and the UN World Tourism Organization in Indonesia, Western Province Solid Waste Management Authority in Sri Lanka, Grameen Shakti in Bangladesh and National Housing Authority in the Philippines.

Key project components that will be reviewed will include awareness raising on green jobs, capacity building and information generation on green jobs for ILO Constituents and key partners; policy support and mainstreaming of Green Jobs in national policies, and lastly green jobs promotion in four selected sectors in Bangladesh, Indonesia, Philippines and Sri Lanka.

The following specific aspects will be addressed:

1. **Project design, strategy and allocation of resources:** whether these were valid (aligned with national development plan and DWCPs) especially whether the specified time frame was sufficient for achieving project objectives, taking into consideration allocation to HR and other inputs. To what extent the recommendations from the midterm evaluation has been taken into consideration.

2. **Constituents and partners capacity:** To what extent has the project worked with tripartite constituents and partner organizations in the promotion of green jobs in the five (5) project countries, as well as the extent to which tripartite constituents in project countries demonstrate increased capacity and enhanced engagement to promote green jobs
3. **Policy support:** to what extent the project has supported and contributed to references and promotion of green jobs in relevant national environment and labour policies in selected countries.
4. **Sectoral interventions:** to what extent the project has provided capacity building and related interventions and results in the promotion of green jobs in selected sectors, as well as promotion of enabling environment

The review should also take into consideration the commitments and indicators set out in the Partnership Agreement.

Criteria, key evaluation questions/analytical framework:

The evaluation will be carried out in accordance with ILO standard policies and procedures and within the framework of *the ILO Policy guidelines for results-based evaluation: principles, rationale, planning and managing for evaluations, 2012 i-eval resource kit*. The final evaluation will be designed based on the following criteria and key questions (which the evaluator can adapt as necessary but any fundamental changes should be agreed between the evaluation manager and the evaluator and reflected in the inception report) as measures of performance:

5.1 Relevance and strategic fit of the project

- To what extent did the project objectives/outcomes correspond to beneficiary requirements, country needs and priorities, global priorities and national partners policies?
- How did the project align with DWCPs and the ILO's thematic programming and priorities?
- How well did it complement donor priorities and initiatives (including commitments and indicators set out in the Partnership Agreement)?
- Have new or more relevant needs emerged over the course of the project that could have been addressed?
- Did the needs of stakeholders identified at the beginning of the project remain relevant for the entirety of the project cycle?

5.2 Validity of project design

- To what extent did planned activities and outputs logically and realistically meet desired objectives/outcomes (causality)?
- To what extent were the project objectives/outcomes realistic?
- To what extent were the project interventions embedded into national policies and initiatives, and in line with country priorities?
- To what extent are project interventions considered sustainable after the project has ended?

- Were the planned project objectives and outcomes relevant and realistic to the situation on the ground? If necessary, were they adapted to specific (local and sectoral) needs?
- Was the intervention logically coherent and realistic given time frame? What needed to be adjusted?
 - Did the planned outputs causally link to the broader outcome objective?
 - What were the main strategic components of the project? How did they contribute and logically link to the planned objectives?
 - Who were the project partners of the project? Did they have the mandate, influence, capacities and commitment?
 - What were the main means of action? Were they appropriate and effective in achieving the planned objectives? What were the risks and assumptions that the project logic was built on? How crucial were they for the success of the project? How realistic were they? How far did the project control them?

5.3 Project progress and effectiveness

- To what extent did the project remain in scope and on schedule towards achieving its immediate objectives?
- What was the baseline condition at the beginning of the project?
- To what extent have the midterm evaluation's recommendations been acted upon by the project?
- Did the project partners make use of the outputs? Are the outputs likely to be transformed by project partners into outcomes?
- How effective was the project at publicizing its work consistent with the visibility strategy agreed by the ILO and Australian Government?
- In which areas did the project demonstrate success? Why is this, and what were the success factors?
- In which areas did the project not demonstrate success? Why is this, and what were the impediments? What steps were taken to mitigate these impediments?
- Based on the above, what recommendations are there for ensuring the sustainability of project outcomes?

5.4 Efficiency of resource use

- To what degree has there been quality and timeliness of delivery on allocated resources?
- To what extent have resources (financial, human, institutional and technical) been allocated strategically?
- To what extent resources have been used efficiently, and have the obtained results justified the expenditure?
- Has the existing allocation of human resources been sufficient to deliver project objectives?
- Did the project have access (directly or indirectly) to the right competencies and capabilities to deliver the objectives?

5.5 Effectiveness of management arrangements

- To what extent have the work arrangements under the project been effective?

- Has the technical, programmatic, administrative and financial backstopping from project management been adequate?
- To what extent has the project set up a monitoring and evaluation framework to measure progress, impact and raise lessons learned?

5.6 Stakeholder Involvement

- How have stakeholders been involved in the implementation of the project?
- Are project partners ((1) ILO constituents; (2) other partners such as associated national agencies, provincial government, private actors etc.)) satisfied with the interventions, technical advice, training and other activities, delivered by the project?
- Have there been any resulting changes in ILO constituents' capacities on Green Jobs?
- Have there been any resulting changes in partners' capacities on Green Jobs?

5.7 Impact Orientation and Sustainability of the Project

- Is it expected that the project will have a sustainable impact? Has the project strategy and implementation been effective achieving impacts?
- What contributions has the project made to broader and longer-term development goals?
- To what extent have sustainability considerations been taken into account in the execution of project activities?
- Have measures been taken to ensure the capacity of implementing partners is sufficiently strengthened to ensure sustainability of achievements beyond the project?
- Have the involvement of implementing partners and national stakeholders been sufficient to support the outcomes achieved during the project?
- How likely is it that the project will have effectively contributed to the creation of an enabling environment for promotion of green jobs?
- Is there a potential for project achievements to be up-scaled in other areas within the five (5) implementing countries or in other similar countries?
- To what extent the project has adopted a partnership approach to sustain and leverage its interventions?
- Has the project timeframe been appropriate to a project of this type, magnitude and design? Should it have been longer or shorter?
- Should the project design be revised, either in one or more of the following areas:
 - being replicated elsewhere in the Asia Pacific region?
 - scaled up among existing project countries?
 - move into a new phase focusing on sectoral interventions?
- What is the level of commitment and capacity of stakeholders in project countries to continue with the project beyond project closure date?
- How has the project addressed cross-cutting issues in terms of the following:
 - mainstreaming gender equality and women's empowerment in project interventions?

- the degree to which operational strategies consider decent work (adherence to labour standards, promotion of social dialogue, occupational safety, etc.) and issues of poverty reduction?

Annex 2. Qualitative Interview Questions Sheet (Guide for semi-structured interviews)

QUESTIONS for ILO ROAP and country offices

1. How can the final evaluation be best utilized to contribute to momentum on green jobs promotion?
2. How was the mid-term review process and findings?
3. Modification/changes since the mid-term review?
4. (Only for ROAP) Why were the 5 countries selected? What criteria were used? Then why not other countries were not selected?
5. How much progress/preparation had been done by other projects prior to the GJA? In other words, were there any other ILO/donor funded projects that contributed to the GJA's achievements?
6. How did the National Task Force Committee (NTF) work?
7. How were academic or NGOs invited to collaborate in this project?
8. What impacts (changes) do the various actors see have happened or are likely to occur as a result of the project activities?
9. Have there been any discussions or analysis of impacts by the actors (about their own activities)?
10. What was the biggest challenge in implementation of the GJA?
11. What were main factors in the delay of project implementation (getting into full swing)?

Objective 1

1. What information is there (from project or other sources) on employment impacts of environment-related policies?
2. To what extent do you refer to or interface with other projects in the same subject area (for example, waste management)?
3. Tell us about the mapping study and the result.
4. Who were the trainers? How were they identified?
5. How useful the GJ Founding Training Manual was? Were training materials developed especially for the GJ training workshops? How the training curriculums were differentiated from employers to workers?
6. Was the training evaluated by participants and are results/summaries available? (In the training, were the curriculum and methods flexible and varied?)
7. What efforts have there been or are planned to institutionalize any training?

Objective 2

1. How was mainstreaming defined for Green Jobs?
2. How were activities incorporated or integrated with national action plans (various sectors)?

Objective 3

1. How have/will the demonstrations contribute to green jobs promotion?
2. What was a strategy to involve women/women's group in the demonstration project?
3. What criteria or process was followed to select the sectors?

Questions for constituents

1. What was the overall experience of working for GJA?
2. What were the strengths of GJA and ILO assistance
3. What will be the best way to keep the momentum on the Green jobs promotion?
4. Did your organisation (and/or members/affiliates) have easy access to participate in GJA project activities? Communication etc.
5. Are there any new (or strengthened) relationships, partnerships or involvement with different kinds of entities, as a result of this project? Please give examples.
6. Are there task forces or working groups (or other mechanisms) on green jobs that you will continue with beyond the GJA project?
7. What do you consider the most meaningful aspect, contribution or impact(s) of the GJA project?
8. What was the challenge in mainstreaming GJ into national policies?
9. How Ministry of the Environment and other Ministries were involved in the GJA activities?
10. Any lessons learned for your organization, from the GJA project?
11. Any recommendations (what and for who)?

Annex 3. List of people consulted during the final evaluation

Persons interviewed	Organization	Date	Venue
Regional			
Mr. Vincent Jugault Senior specialist in Environment and Decent Work	ILO Regional Office for Asia and Pacific (ROAP)	6 Sept. 2012	ILO ROAP Bangkok, Thailand
Mr. Mathew Hengesbaugh GJA Project coordinator	ILO ROAP	31 Aug. 2012	Singgasanna Hotel Surabaya, Indonesia
Bangladesh			
Mr. Nurnnabi Khan Senior Programme Officer	ILO Bangladsh	30 Aug. 2012	Singgasanna Hotel Surabaya, Indonesia
Ms. Farida Shahnaz National Programme Coordinator (NPC)	ILO Bangladesh	30 Aug. 2012	Singgasanna Hotel Surabaya, Indonesia
Mr. S. Islam, Trade Union leader	Tarde Union leader, Bangladesh	31 Aug. 2012	Singgasanna Hotel Surabaya, Indonesia
Indonesia			
Mr. Muce Mochtar (NPC)	ILO Indonesia	6-Sep-12	ILO Indonesia office Jakarta, Indonesia
Mr. Tauvik Mohamed (backstopping officer)	ILO Indonesia	6-Sep-12	ILO Indonesia office Jakarta, Indonesia
Ishak	APINDO (employers federation)	6-Sep-12	Menara Pacific Place, Jakarta Indonesia
Renata	APINDO (employers federation)	6-Sep-12	Menara Pacific Place, Jakarta Indonesia

Persons interviewed	Organization	Date	Venue
Mr. Henky Hermantoro	MoCTE, Director of Directorate Productivity and Entrepreneurship	6-Sep-12	MoCTE office Jakarta, Indonesia
Ms. Ida Trisnasari	Consultant - training and training development	6-Sep-12	ILO Indonesia office Jakarta, Indonesia
Mr. Farhan Helmi	National Climate Change Council (DNPI), Secretary of Mitigation Working Group	7-Sep-12	DNPI Office Jakarta Indonesia
Mr. Kustandi	Leather and Textile Workers Union	7-Sep-12	ILO Indonesia office Jakarta, Indonesia
Mr. Syafril	SPSI (Union)	7-Sep-12	ILO Indonesia office Jakarta, Indonesia
Mr. Rustamaji	SPSI (union - transport sector)	7-Sep-12	ILO Indonesia office Jakarta, Indonesia
Mr. Andy Siaga	SBSI (Union) and Labout Institute (NGO)	7-Sep-12	ILO Indonesia office Jakarta, Indonesia
Mr. Peter Van Rooij, Director	ILO Indonesia	10-Sep-12	by phone
Nepal			
Mr. Jose Assalino Director	ILO Nepal	24 Sept. 2012	ILO Nepal office Kathumandu, Nepal
Mr. Nabin Kumar Karna NPC	ILO Nepal	24 Sept. 2012	ILO Nepal office Kathumandu, Nepal
Mr. Manish Kr. Agrawal Executive Committee member and Co-chairperson, Employer Council	Federation of Nepalese Chambers of Commerce & Industry (FNCCI)	24 Sept. 2012	FNCCI office Kathumandu, Nepal

Persons interviewed	Organization	Date	Venue
Mr. Lok Raj Joshi Officer	FNCCI	24 Sept. 2012	FNCCI office Kathumandu, Nepal
Mr. Yagya Man Shakya	FNCCI	24 Sept. 2012	FNCCI office Kathumandu, Nepal
Mr. Umesh Upadhyaya Secretary General	General Federation of Nepalese Trade Union (GEFONT)	24 Sept. 2012	GEFONT office Kathumandu, Nepal
Mr. Rudra Prasao Gautam Associate professor	Central Department of Economics, Tribhuvan University	24 Sept. 2012	GEFONT office Kathumandu, Nepal
Mr. Bhairaja Manandhar Environment Impact Assessment Officer	Ministry of Environment Science and Technology	25 Sept. 2012	Ministry of Environment Science and Technology office Kathumandu, Nepal
Mr. Vinod Gautam Senior Officer, Climate Change Management Division	Ministry of Environment Science and Technology	25 Sept. 2012	Ministry of Environment Science and Technology office Kathumandu, Nepal
Mr. Divas Acharya Under Secretary	Ministry of Labour and Employment	25 Sept. 2012	Ministry of Labour and Employment Kathumandu, Nepal
Mr. Ram Ashesh Mandal REDD+ Under Secretary	Ministry of Forest	25 Sept. 2012	Ministry of Forest Kathumandu, Nepal

Persons interviewed	Organization	Date	Venue
Mr. Shambhoo Mishra	Dept. of Local Infrastructure Development and Agriculture Road (DOLIDAR), Ministry of Federal Affairs & Local Development	25 Sept. 2012	DOLIDAR Office Kathumandu, Nepal
Mr. Ratneshwor Lal Karna Senior Divisional Engineer	Department of Irrigation	25 Sept. 2012	Department of Irrigation office Kathumandu, Nepal
Philippines			
Mr. Jeff Johnson Director	ILO Philippines	30 Aug. 2012	Singgasanna Hotel Surabaya, Indonesia
Sri Lanka			
Dr. Champika Amarasinghe Director Genral	Occupational Safety and Health (NIOSH)	30 Aug. 2012	Singgasanna Hotel Surabaya, Indonesia
Mr. Ravi Peiris Director General/CEO	The Employers' Federation of Ceylon (EFC)	12 Sept. 2012	EFC Colombo, Sri Lanka
Ms. Thamali Senanayake Senior Industrial Relations Advisor	EFC	12 Sept. 2012	EFC Colombo, Sri Lanka
Ms. Tanya Warnakulasuriya Media & Projects Officer	EFC	12 Sept. 2012	EFC Colombo, Sri Lanka
Mr. Donglin Li Director	ILO Sri Lanka	13 Sept. 2012	Renuka Hotel Colombo, Sri Lanka
Mr. Wijayaweera Secretary	Ministry of Labour	13 Sept. 2012	Renuka Hotel Colombo, Sri Lanka

Persons interviewed	Organization	Date	Venue
Ms. L..P. Batuwitage (Former Additional Secretary, Ministry of Environment)	ILO Consultant	13 Sept. 2012	Renuka Hotel Colombo, Sri Lanka
Mr. Madura Assistant site Manager	Waste Management Authority (WMA)	13 Sept. 2012	Western Province Colombo, Sri Lanka
Waste management site workers (informal sector)	Independent	13 Sept. 2012	Karadiyana site Western Province, Sri Lanka
Officer	Local authority	14 Sept. 2012	Seethawakapura Compost site Sri Lanka
Site manager	Local authority	14 Sept. 2012	Seethawakapura Compost site Sri Lanka
Waste management site workers (formal sector)	Local authority	14 Sept. 2012	Seethawakapura Compost site Sri Lanka
Mr. Madhi	Ceylon Workers Congress	15 Sept. 2012	Suisse Hotel Kandy Sri Lanka
Mr. David Appuhamy, plantation worker and CWC rep	Hare Park Estate	15 Sept. 2012	Suisse Hotel Kandy Sri Lanka
Mr. Arokkiasamy, plantation worker and CWC rep	Woodside Estate	15 Sept. 2012	Suisse Hotel Kandy Sri Lanka
Mr. G. Balakrishnan, plantation worker and CWC rep	Midland Estate	15 Sept. 2012	Suisse Hotel Kandy Sri Lanka
Mr. Ravichanran, plantation worker and CWC rep	Dehigolla Estate	15 Sept. 2012	Suisse Hotel Kandy Sri Lanka

Persons interviewed	Organization	Date	Venue
Mr. Shanmugavel, plantation worker and CWC rep	Midland Estate, Matale	15 Sept. 2012	Suisse Hotel Kandy Sri Lanka
Mr. Vigneswaran, plantation worker and CWC rep	Top Division, Midland Estate	15-Sep-12	Suisse Hotel Kandy Sri Lanka

Annex 4. Progress and Evaluators' Notes on Outputs of Logical Framework

Outputs	Indicators (Activities)	Results	Evaluators' comments (based on the interviews and review)
Immediate Objective 1: Promote the capacity of ILO constituents to engage in dialogue on green jobs through increased access to reliable sources of data and information on green jobs and training			
Output 1.1 A set of country studies on the mapping of green jobs challenges and opportunities in five countries	Green jobs mapping studies in 4 countries (IND, PHL, NPL, SLK)	4 green jobs mapping studies (IND, PHL, NPL, SLK) were finalized in 3Q 2012.	Mapping studies in all 4 countries were conducted by a UK based consulting company. ILO country offices were dissatisfied with their methods and results, so undertook to adapt or modify approaches to get more useful outputs, the results of which were still being finalised during this evaluation. The GHK reports seem to focus on sector studies, and less on analysis of opportunities and challenges by Green Jobs in a view of environment-economic-employment linkages. Given problems with the mapping studies they could not be used as planned during the project implementation.
Output 1.2 Training course for ILO constituents and social partners developed and implemented, including best practices on green jobs	Foundation training course organized for ILO constituents in each country (with at least 30 participants/ each country)	With more than 40 participants, foundation trainings were held in all countries, bringing ILO constituents and national partners together.	The target of total number of participants in the foundation training was achieved. Though women's participation in training was relatively low, this can be understood by considering women's participation in particular sectors. Training manuals were developed, covering topics for discussion to help participants better understand Green Jobs.
	Training/ capacity building workshops on green jobs (and related issues) for workers' organization in each country (with at least 30 participants/ course)	At least 30 participants representing workers' organization attended the training/ each country	Overall, 2-3 day capacity building workshops for workers were well-organized, adopting participatory approaches. Target number of participants was achieved. Follow up and synchronizing with employers and workers in same sectors is needed.
	Training/ capacity building on on green jobs (and related issues) for employers' organization in each country (with at least 30 participants/ course)	At least 30 participants representing employers' organizations attended the training/ each country	Based on review of a training report available from Indonesia, participants were satisfied with the training, especially finding training materials useful. Target number of participants was achieved.

Output 1.3 National road-map on Green Jobs in the five countries prepared for endorsement at a national conference on Green Jobs	National conference on green jobs organized in each country (with at least 60 participants from ILO constituents and partners/ country)	The targetted numbers of participants were well achieved.	Conferences held early in project life, appear to have established clear interest and laid foundation for partner's participation.
	Roadmap (workplan) to support project implementation prepared by each country with involvement of constituents and project stakeholders, and endorsed at national conference	Country roadmap (workplan) were developed and endorsed by Project Adversary Committees.	Copies of roadmaps were not reviewed.
Output 1.4 ILO Regional Knowledge Management Portal with up to date, quality data and information	Number of members from ILO constituents, specialists, civil society, and other stakeholders; number of resources shared on COP	206 members from ILO constituents, specialists, civil society and other stakeholders, including from project participating countries; 280 resources on GJs shared on COP	Mixed response to COP, perhaps due to materials being mostly in English, and need to promote it more. The evaluators rapid review of COP consider it a valuable resource developed by the project.
	Number of online discussion on green jobs/ year	1st discussion: 16 May - 5 June 2011 (Policies, programmes and measures to promote Green jobs); 2nd discussion: 16 November - 30 November 2011 (Skills for Green jobs)	No comment
Output 1.5 Increasing regional coverage of Green Jobs policies and measures through a regional conference on Green Jobs and wide dissemination	Compilation of background materials for the conference	List of GJ resources	Regional conference materials were comprehensive; presentations and resource persons were very professional; participants well engaged.
	Regional conference on GJs organized	100 participants from ILO constituents organizations, Government (industry, trade, agriculture, environment, etc.), academia, NGOs participate in high-level regional conference on Green Jobs in A&P	As above.
Immediate Objective 2: Green jobs mainstreamed in labour, social and environmental policies of participating countries			

Output 2.1 National multi-stakeholders green-jobs committee under the auspices of the labour authorities (or other relevant institution) with participation of the social partners, in participating countries.	Agreed terms of reference for the setting up of the national committee on green jobs .	National Task Force (NTF) was formed with 12 representatives of project stakeholders in Nepal, that provides policy and guidance to ensure overall coordination of green jobs related issues at the national level. In Sri Lanka, PAC and Research Advisory Group working as 'Task Force' to regularly discuss GJ issues. In Indonesia a task force being established in conjunction with DNPI (climate change council working group on mitigation).	As NTF is supposed to play a critical role in policy cohesion for Green Jobs, establishment of NTF of any kind of mechanism to facilitate dialogue among line ministries as well as social partners is to be done at very early stage. The actual role of the various types of groups organised does not appear well established beyond servicing GJA project functions.
Output 2.2 National Policy briefs on Green Jobs developed under the auspices of the Labour authorities (or other selected national government institution)	Number of (draft) national policy briefs developed (0-5)	National Policy Briefs were prepared, incorporating views and interest of social partners.	Example from Sri Lanka seems the strongest example produced by the project.
<u>Output 2.3 Mainstreaming of Green Jobs into national policies and DWCPs</u>	Number of new DWCPs making concrete reference to green jobs (Bangladesh-2010, Indonesia-2011, Nepal-2011)	Green jobs has been either referred in draft new DWCP, or consultation is ongoing.	Solid achievements in this area, evidence of project's effort to enagage main partners and develop commitment to GJ.

	Green jobs included in national development plans and policies	For example, Philippine Development Plan 2011-2016 highlights promotion of opportunities for, and access to, decent and productive employment, with particular reference to green technology and jobs creation in socialized housing. Philippines National Climate Change Action Plan (2011) refers to green jobs in Priority No. 5 (Sustainable livelihoods and jobs created from climate-smart industries and services). National Employment and Human Resources Policy in Sri Lanka (currently under review for endorsement) emphasizes green jobs as central to realize the goals of national development efforts.	Various examples of GJ incorporated into partners' plans and processes, suggesting good uptake and commitment to further GJ promotion in future.
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Immediate Objective 3- Strengthened framework for green jobs employment promotion in specific sectors in participating countries

Output 3.1 Preparation of one sector based program per country for the creation of Green Jobs and decent Work in each target country (in priority in one of the following sectors, namely energy efficiency, renewable energy, recycling and waste management, and the ESM of natural resources)	Feasibility study/ research for identification of demonstration project	Feasibility study on sector were finalized in all 4 countries.	Country programs had strong autonomy to select demonstrations (with partners) resulting in diverse sectors and approaches for the demonstrations; need for stronger coordination to collate information and draw lessons across the region (5 countries).
	Involvement of Trade unions/enterprises and other partners participate in preparation of training material in a specific sector	Trade unions/enterprises and other partners participate in preparation of training material in a specific economic sector (target to be determined by the sector feasibility study)	Unions related to the demonstration sector were involved, but need to elaborate to other unions or sectors yet to be addressed (ie replication and scaling up not addressed in this project due to time constraints). Better training coordination between unions and employers within a given sector recommended.
	Number of trained workers and enterprises	Numbers of persons trained on green jobs in respective sectors varied greatly, along with the approaches taken.	Satisfactory participation evident in each of the demonstration examples, and in selected cases (Sri Lanka and Bangladesh), higher than anticipated numbers trained, given timeframe and resources.

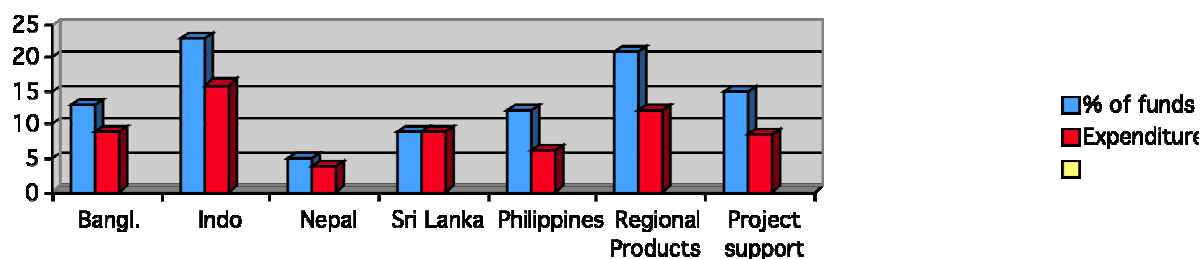
<u>Output 3.2</u> Program support in selected sector(s) in each country for the promotion of Green Jobs employment opportunities	Project committee is in place and coordinates/monitors action at the national level	Project Adversary Committee (PAC) was formed in each country.	PAC was formed to provide guidance and monitor the implementation of demonstration project. It was not possible to measure how significant PAC was for success of the demonstration projects.
Output 3.3 Impact of sector based program assessed, and lessons learnt disseminated at the national level	Dissemination of final report to a national audience	Not yet prepared.	No comment.

Annex 5. Summary of project budget analysis

Source: Mid-term Review (by Peter Bille Larsen)

Funding was concentrated in the 5 country projects (73 % of the funds), while the remaining 27 % of funds were budgeted for “regional products” and project support costs. From a general perspective, much is being achieved in many countries with relatively limited resources although conclusions will have to be drawn upon finalization of demonstration projects.

Distribution of funds between countries



Average country allocation was 14.4 % of the total budget, differing widely between Indonesia receiving 23 % of funds compared to Nepal receiving only 5 % (% figures need revision, 2 % missing as total adds up to 98%). Sri Lanka with 9 % of the total budget, was also significantly lower considering it also included technical cooperation activities. While there were no demonstration projects in Nepal, such differences could be justified in more explicit and clearer terms. A major re-allocation of funds was undertaken in January 2012 (including funding for the foundation trainings).

The initial project concept budget listed roughly half the budget as committed to technical cooperation, whereas slightly more than a fifth went to sensitization and awareness raising. Roughly a tenth of the budget went to training and policy development. Another break down shows 28 % of the budget allocated to technical cooperation (discounting salaries and other items).

In terms of strategic allocation of resources, a number of general preliminary observations may be made at this stage before a more comprehensive assessment is done based once the current implementation phase has been finalized.

Firstly, Green Jobs, as a new policy and technical area, overall requires high levels of technical inputs whether at regional or country levels. There is, particularly at the country, level a need to secure further in-house technical capacity. It is critical to secure adequate, technically sound and stable human resources to work at the country level. The most challenging scenario was Nepal, where the national coordinator was only working on a part- time basis. In Sri Lanka the CO Director requested the job profile to be upgraded. On a day- to-day level, there is a need to free up more time for technical work, and reduce administrative tasks of the NPC. This has in part been addressed through additional administrative staff in some countries, but for various reasons (staff change, time constraints) some NPCs have for a good deal of the project period running “one-man shows”. In practice, project staffs have combined reliance on international consultancies (GHK), national consultants and external partner organizations. As part of revisiting follow-up opportunities, allocation for further technical resources at the country level should be considered. What appeared in the field missions was a clear call for consolidating human and technical resources at the country level (see later discussion on management). It was also noteworthy how ILO in some cases was gradually taking on a more hands-on approach (studies, Indonesia). In terms of human resources, the project has benefited from significant inputs from the regional Decent Work and Environment

Specialist (not reflected as counterpart funding). The GJA was estimated to take up 40 % of the Specialist's working time. Again, the ROAP is the only office at a global scale with a dedicated specialist.

Secondly, there is a strong interest in many countries to scale-up (or initiate in the case of Nepal) demonstration efforts requiring higher levels of resources at that level.

Thirdly, there is a call for investing more in social partner hands-on involvement in sectoral activities. For the moment, budgets for constituent involvement have remained relatively modest. In this respect, it should be emphasized that the very development objective seeks to "deepen ILO constituents understanding and commitment towards a low- carbon development". In contrast, it has been argued that the implementation capacity of social partners is low and will need to be taken step by step.

Fourthly, in terms of financial resources for technical cooperation there were calls for more flexibility in terms of field project allocation e.g. in terms of calls for equipment & pilot investments necessary to demonstrate Green Jobs activities on the ground (Sri Lanka, Bangladesh, Indonesia). Such ideas could be revisited as part of restructurizing.

Fifthly, there were only limited direct resources allocated for policy/ advocacy work despite the centrality of the matter.

Sixth, certain country projects appear more efficient than others if merely judged upon number of people trained per dollar. Such comparisons, however, require further analysis given the different sectors and country contexts.

Annex 6. Mid-Term Review Recommendations

1. The ILO and the Australian government are highly recommended to continue with a 2nd phase of the Green Jobs in Asia Project along with certain adjustments
2. The project in the short term should use the evaluation to take stock and conduct a strategic planning and prioritization exercise at both regional and country levels in order to adjust objectives, outputs and secure balanced budgets
3. The project should use the strategizing space in the short-term to rework project documentation including the development of a consolidated set of outcome indicators at both regional and country levels for an possible 2nd phase
4. A further 3,5 year time frame is recommended with a substantial increase of funding for five countries or alternatively the similar funding level is retained, yet with a reduced number of countries. If countries are phased out, sufficient time and resources for adequate phasing out is recommended
5. That the constituents strategize about the selection of sectors and how to scale-up and address sector-wide Green Job opportunities and challenges in a prioritized manner.

6. The project and constituents should strengthen the translation of existing knowledge about GJ challenges and opportunities per country and sector into synthetic analysis, training elements and building blocks about the specific and tangible challenges found in the respective countries
7. The project revisits its policy intervention model and includes broader development and environment policies (notably climate change related) in its objective focus, while more facilitating the strategic identification of specific policy targets at both national and sector levels
8. As scaling up and replication is pursued, it is recommended to complement with additional measures to consolidate a multi-pronged green jobs approach for the specific subsector.
9. The project strengthens and concentrates human technical resources at the country level
10. 10. Explore possibilities for strengthening country-level technical capacity whether through strengthened country teams, secondments or partnerships
11. Country projects should have more clear-cut country management responsibilities and could develop yearly implementation plans with attached budgets to be agreed upon with ROAP. Regional coordination should focus on technical back-stopping and regional level activities
11. Country projects should invest more time and energy in making key outputs, reports and material available for dissemination in national languages
12. Given the high level of innovation and learning attention attached to the project, it is recommended that monitoring system at regional and country level of a concise set of outcome indicators is put in place for each of the immediate objectives as well as the development objective
13. ILO and the Australian government are recommended to rapidly agree upon a roadmap to explore follow-up possibilities to stabilize management arrangements, while putting in place sustainability plans