

Mid-Term Self-Evaluation Report

Greener Business Asia Project

Project Title	Greener Business Asia
TC project code	RAS/09/03M/JPN RAS/10/57M/JPN, RAS/11/50/M/JPN RAS/11/57/M/JPN
Type of Evaluation	Mid-Term Self-Evaluation
Evaluation Manager	Vincent Jugault, Senior Specialist, Decent Work and the Environment
Administrative Office	ILO ROAP
Technical Backstopping Office	ILO ROAP
Date Project Ends	31 December 2012
Donor	Government of Japan
Budget	US \$ 1,258,693
Countries	Thailand, Philippines

1. Executive summary

Background and context

The Greener Business focuses on the enterprise dimension of the transition towards a more sustainable economy. It strengthens and builds on workers and employers' cooperation at the workplace to promote improvements in terms of environmental performance, labour practices, and overall business competitiveness. It seeks to contribute to enhancing the capacity of employers' organizations and national institutions to support environmentally-friendly and responsible practices within sectors and industries and disseminate a model of cooperation that brings positive changes towards greener, safer and more productive workplaces.

Development objective: To build capacity in relevant national institutions to respond to challenges of climate change related mitigation measures in specific sectors

Immediate objective 1: To increase understanding of tripartite bodies of the challenges and opportunities associated with developing responses at the workplace to environmental pressures

Immediate objective 2: To enhance capacity of national employers' organizations and other relevant institutions to support bilateral cooperation in responding to environmental pressures at the workplace

Immediate objective 3: To increase knowledge and awareness at the national level of good models of practice of bipartite cooperation in responding to environmental pressures at the workplace.

The project develops around mutually supportive components of research, constituents' support and enterprise-level pilot activities and knowledge sharing. It operates in Thailand and the Philippines, focusing on the tourism sector (hotels) and automotive sector respectively.

Status

The project is on-going, and is due to end in December 2012.

The mid-term evaluation

The evaluation seeks to review progress implementation against the workplan, identify potential constraints and make recommendations for actions to address them, and identify lessons learnt.

The methodology for the evaluation is set out in the Terms of Reference (appendix I). Methods used included document review and interviews.

The clients and users of the mid-term evaluation will include ILO project management based in Bangkok and in Manila, management of the ILO-Japan program, and the ILO regional and country offices, the donor agency, the members of the Project Advisory Committees.

Key findings

Overall findings	<p>The project has secured significant achievements in developing and testing a model of enterprise greening based on worker-employer cooperation and in establishing a first basis to engage constituents and relevant national institutions in promoting good practices related to greener workplaces/sustainable enterprises.</p> <p>It would be highly advisable to have a second phase of the project that leverage current achievements. The second phase should deepen engagement with constituents and partners as well as to expand sectoral scope and broaden national collaborations to increase outreach.</p>
Relevance and strategic fit	<p>The project's objectives remains highly relevant to regional priorities. These emerged clearly in the Policy Conclusions of the 15th ILO APRM, 03-07 December 2011, Kyoto, in particular, under the cluster of <i>Sustainable enterprises, productive employment and skills development</i>:</p> <ul style="list-style-type: none"> • Conclusion 31 on Improving the enabling environment for sustainable enterprises, as important to creating the decent work opportunities our region needs. • Conclusion 51 on Promoting greener growth and green jobs, consistent with maintaining economic and social sustainability. <p>In addition, GBA interventions remain highly relevant for country level national policy priorities in Thailand and the Philippines as they emerge in the National Social and Economic Development Plan (Thailand), and the National Labor and Employment Plan and Climate Change Plan (Philippines).</p>
Validity of project design	<p>The intervention logic and the sequencing of project components is sound and conducive to the achievement of the development objective.</p> <p>The multipronged approach of generating awareness and providing foundation training for constituents in this relatively new area of work as a basis for devising further a solid enterprise program that demonstrates concrete results in terms of greening</p>

	<p>through a model of worker-employer cooperation is a valid one.</p>
Project progress and effectiveness	<p>The initial research and consultations helped to generate an initial layer of understanding among constituents on issues related to climate change responses and enterprise sustainability in the identified sectors, which served as a basis for further capacity building and knowledge sharing.</p> <p>As a result of the training for tripartite constituents on Green Jobs Greener Business in both countries, participants gained a better understanding of key concepts related to climate change and green jobs and of the linkages between labour and environment issues, with specific emphasis on the enterprise dimension of the transition to a more sustainable economy</p> <p>The pilot-testing of the training packages for the hotel sector and auto industry confirmed that the package design and content are effective in providing tools and knowledge resources for enterprise teams to plan and initiate workplace improvement actions.</p> <p>‘Green’ issues make a good entry point for engaging enterprises’ workers and employers.</p> <p>The fact that ‘greening’ can be effectively recognised as a shared concern among employers and workers, makes it a good starting point for worker-manager cooperation and joint actions, which can be mutually agreed upon and implemented.</p> <p>Integrating environmental issues into a broader framework of enterprise and workplace improvement, covering also issues related to labour practices and business competitiveness, appears an effective approach.</p> <p>It is evident that, as envisaged in the logic of the project, on the one hand, workplace cooperation is a means to foster positive changes in competitiveness and working conditions through enhanced environmental performance, on the other, strengthened workplace cooperation as an end in itself, is achieved by the very undertaking of joint green initiatives.</p> <p>From the current outlook, one can infer that the enterprise program is well designed, the materials are valid, and relevant (with some adjustment) and that they are successful in catalysing a process of positive change at the enterprise level based on</p>

	<p>mechanisms of worker-employer cooperation at the workplace.</p> <p>Overall the project has been involving and consulting stakeholders at different levels. Having established a first level of capacity building in future work, further direct involvement of workers' organizations and employers' organizations in implementation of a wider range of activities could be beneficial.</p>
Adequacy and efficiency of resource use	<p>The current delivery rate and the feasible work plan and expenditure plan for the remaining period indicate the project is very likely to ensure delivery within the given timelines.</p> <p>The substantial allocation of resources towards training and capacity building reflects the novelty of the issue to ILO constituents as well as the significant technical nature of the topic/area of focus, and the emphasis placed on demonstration activities at the enterprise level to secure documented results from the pilot exercises.</p>
Effectiveness of management arrangements	<p>The relative novelty and level of technical content of the area of focus of the project required significant internal and external technical inputs in terms of project human resources.</p>
Impact orientation and sustainability	<p>The research and consultations in the early stage of the project, and the foundation training for constituents on Green Jobs have been instrumental to introducing new concept and issues to constituents and other national institutions and to establish a base of understanding and commitment and a first layer of capacity in this new field.</p> <p>The follow-up tailored support and knowledge sharing events specifically targeting an audience of constituents' representatives, will be a very important factor in ensuring such gains are sustained over the long run, by strengthening and consolidating such capacity in a step-by-step process.</p> <p>At the enterprise level, the focus on systems and tools (as opposed to awareness raising and imparted knowledge) in the training course and its emphasis on mechanisms for workplace cooperation, mean that the benefits of the program and the process of improvement appear sustainable, as worker-management teams identify new areas for improvement and joint actions.</p> <p>The project appears therefore likely to achieve its objectives and is taking important steps towards the sustainability of its achievements. At the same time in a second phase of the project would be highly beneficial to consolidate achievements, widen outreach and impact, and enable conditions for increased sustainability.</p>

Main recommendations and lessons learnt

Recommendations

1. With the present outlook, it is highly advisable for the project to run a second phase in order to further disseminate the approach, both at the level of larger scale awareness raising of key principles and good practices for enterprise greening through constituents' networks as well through the replication the enterprise program itself through relevant national and sectoral institutions
2. Efforts should be strengthened to have a more systematic approach to gender mainstreaming throughout the project components.
3. For future roll-out of the hotel program, timing the whole program,, including the advisory services should coincide with the low tourist season. This will facilitate the enlistment of participants, the organization and scheduling of events and of the expert visits, and it will also allow the participating hotels to make better use of available time and human resources in the off-season and grant them more time to implement and review changes.
4. For future roll –outs of the enterprise program in the Philippines, having at disposal a consolidated set of materials, should allow for a longer period dedicated to follow –up support and implementation of actions by enterprises.
5. Having developed and pilot tested a comprehensive package of training tools and knowledge resources that have so far managed to trigger a process of change among participating enterprises, the project should focus on documenting lessons learnt (success factors as well as constraints), as well as results and achievements.
6. Sufficient time should be allocated for the planning and carrying out of the independent evaluation given the need to review several components in two countries
7. In a second phase of the project, the process of constituents' capacity building could also be enhanced by further tailored support responding to their emerging needs and priorities in the field of green jobs/greener business in such a way as to leverage on what has been achieved in the first phase, thus leveraging results under the current work.

Lessons learnt

- I. Given the fact that green job/greener business are relatively novel field for constituents, it is important to hold foundation types of training workshops that are tailored to the specific needs that are found in the sectors and countries concerned.

- II. Since green jobs/greener business is a relatively new area of work for constituents, the decision to provide additional opportunities for tailored capacity building activities responding to emerging needs was a valid one. Following the logic of an incremental approach to capacity building, further direct engagement of constituents in a future phase would be recommendable.
- III. In order to help fostering understanding of and commitment to promoting green jobs among national level constituents, it is important to ground concepts and international debates in country-specific contexts
- IV. The momentum created by the foundation training would have been best leveraged if tailored support to constituents and further knowledge sharing activities took place in the short aftermath of the training.
- V. Despite initial concerns from the local partner institution regarding the hierarchical culture prevalent in many Thai hotel establishments, the enterprise training, thanks to its methodology and content, was successful in encouraging teamwork, dialogue and collaboration within and among participating companies and across organizational roles
- VI. Environmental improvements can represent a common ground for collaboration which can open spaces to other areas of improvement, both thanks to the establishment of teams which can serve as platforms for discussing and leading different changes, and because quick-wins can help foster motivation and commitment.
- VII. It should also be noted that it is beneficial to hold periodic meeting per constituents' group to ensure sufficient room for discussion on specific concerns or on particular activities, in addition to the regular meetings of the Project Advisory Committee meetings

2. Body of the report

2.1 Project Background

The Greener Business focuses on the enterprise dimension of the transition towards a more sustainable economy. It strengthens and builds on workers and employers' cooperation at the workplace to promote improvements in terms of environmental performance, labour practices, and overall business competitiveness. It seeks to contribute to enhancing the capacity of employers' organizations and national institutions to support environmentally-friendly and responsible practices within sectors and industries and disseminate a model of cooperation that brings positive changes towards greener, safer and more productive workplaces.

Development objective: To build capacity in relevant national institutions to respond to challenges of climate change related mitigation measures in specific sectors

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Immediate objective 3: To increase knowledge and awareness at the national level of good models of practice of bipartite cooperation in responding to environmental pressures at the workplace.

The project is nested under the Green Jobs program of the ILO, which seeks to promote an equitable transformation of economies, enterprises, workplaces into a sustainable, low-carbon economy providing decent work. The project itself focuses on the 'greening' of existing jobs in particular in the manufacturing and service sectors. It currently works in Thailand and the Philippines.

The project has three mutually supportive components, namely knowledge development, capacity building and training, and knowledge sharing.

The components are operationalized through research and assessments, tripartite foundation training and capacity building to strengthen constituents and national institutions' understanding of green jobs and enterprise sustainability, an enterprise-level program that targets specific sectors, namely the tourism sectors (with a focus on hotels) in Thailand and the automotive sector in the Philippines, and knowledge sharing events and workshops.

2.2 Evaluation background

Evaluations have a key role to play in the management of project: they provide very important inputs for program improvement, either for an on-going project, in the case of mid-term evaluations, or for future similar initiatives, in the case of final evaluations.

Objective, clients and audience of the mid-term evaluation

The GBA project mid-term evaluation seeks to accomplish the following objectives

- To determine the progress of the project against the approved log frame and work plan
- To identify gaps and limitations in project implementation and offer recommendations for project improvement to support the achievement of objectives
- To identify good practices and lessons learnt to be taken advantage of under the current project as well as future similar initiatives.

The mid-term evaluation examines the period of project implementation since project inception until April 2012. It covered both project countries – Thailand and the Philippines. The key project components that will be addressed are knowledge development and capacity building.

The clients and users of the mid-term evaluation will include ILO project management based in Bangkok and in Manila, management of the ILO-Japan program, and the ILO regional and country offices, the donor agency, the members of the Project Advisory Committees.

Evaluation methodology and management arrangements

The Terms of Reference for the Evaluation set out main evaluation criteria and evaluation questions (see appendix 1). These criteria follow ILO evaluation standards, namely:

- Relevance and strategic fit
- Validity of design
- Project progress and effectiveness
- Adequacy and efficiency of resource use
- Effectiveness of management arrangements

In the case of mid-term evaluations, the option of carrying out the evaluation internally - i.e. having the evaluation performed 'by those entrusted with the design and delivery of a development intervention' (OECD/DAC Glossary of key Terms in Evaluation and Results based Management) can be a desirable option for a number of reasons: first, self-evaluations are less resource intensive (since there is no external collaborator involved); and second, they are particularly rich sources of inputs for project improvement, since those involved in project management are in a very good position to identify and use good practices and lesson learnt (ILO Evaluation Guidance – Self-Evaluation for Projects).

In view of these considerations, which are made particularly relevant by the fact that the Greener Business Asia (GBA) project is in the middle of the implementation of core activities and will end in less than one year, and following consultation with the backstopping officer, the ILO-Japan program management, and the Evaluation officer at ROAP, it was decided that the project would opt for a self-evaluation. An external final evaluation is to be carried out at the end of the project. The mid-term evaluation was undertaken by the Project Coordinator in collaboration with the national Project Officer for the Philippines, and with inputs from the technical backstopping officer (specialist on Decent Work and the Environment).

The mid-term evaluation was carried out through the review and analysis of primary and secondary data. It was based on the review of project documents, including progress reports, training reports, minutes, reports from partners, relevant correspondence and others as deemed appropriate.

It also incorporated inputs from meetings and discussions with ILO staff, and key stakeholders, including constituents and technical partners.

3. Main findings

The project and its objectives clearly respond to key challenges that the Asia-Pacific region is facing up in its development path, namely those associated with moving towards dynamic and competitive economies that are socially equitable and have a lower environmental footprint.

It is well recognized that businesses play a pivotal role in sustainable development and the project supports businesses in playing that role, by developing and making available effective tools and knowledge resources and by enhancing the capacity of institutions that can assist businesses in improving their environmental and labour practices.

The specific approach of the project of integrating resource efficiency and environmental concerns into a broader framework of workplace and enterprise improvement led by principles and mechanisms of workplace cooperation is demonstrating its effectiveness in triggering concrete positive changes at the enterprise level.

The promising outlook of the enterprise program, with concrete benefits to employers and workers, has the potential to make a strong case for worker-management cooperation and for improving environmental and labour practices while improving business competitiveness, thus contributing to promote greener jobs and decent work at the workplace.

Key finding: The project has secured significant achievements in developing and testing a model of enterprise greening based on worker employer cooperation and in establishing a first basis to engage constituents and relevant national institutions in promoting good practices related to greener workplaces/sustainable enterprises.

Recommendation: With the present outlook, it would be highly advisable to have a second phase of the project that leverage current achievements. The second phase could deepen engagement with constituents and partners as well as to expand sectoral and national collaborations to broaden outreach.

3.1. Relevance and strategic fit of the project

Relevance of the projects' objective and focus

Key finding: The project's objective remains highly relevant to regional, national and sectoral challenges and priorities including those emerging from the Asia Pacific Regional Meeting of ILO constituents in December 2011.

The Asia region has witnessed very fast growth rates and rapid industrialization and expansion of the service sector and while such development has meant important achievements for development in the region, significant challenges remain. On the one hand, the fast-paced growth and booming of the manufacturing and service sectors have exacted a large toll on the environment and natural resources in a region that is highly vulnerable to environmental threats. On the other, with some 908 million workers that live on less than a USD 2 a day and the continuing challenges of globalised competition, enterprises competitiveness and improvements in prevailing working conditions remain of fundamental importance.

The rapid economic growth that Thailand has seen in the past decade has been linked to the expansion of the export-driven manufacturing sector and the tourism sector, which now form the lion share of the country's GDP. Such changes in the structure of the economy have outstripped the development of pollution management, leading to deterioration in Thailand's natural environment. Hazardous wastes, air and water pollution from manufacturers pose serious threats if not properly managed, and natural resource degradation presents a challenge to the very basis of the tourism industry. The time presents an opportunity for a shift away from current practices towards the development of sustainable enterprises and a greener economy and an increasing recognition of these issues is reflected in key national policy documents, such as the 11th National Economic and Social Development Plan, which clearly indicates more sustainable management of resources and the environment as important priorities.

Similarly, the Philippines faces serious threats stemming from environmental deterioration including improper chemical and solid waste disposal, air and water pollution, which have strong linkages to industrialisation and urbanization trends in the country. The fact that the country faces significant challenges in terms of energy compounds the need for strategies to enhance resource efficiency and improved environmental management in industries. Important policy documents, such as the Labor and Employment Plan (2011) the National Climate Change Action Plan (2011) and recent policy issuances for the SME development, indicate green jobs and environmentally sustainable enterprise practice are clearly set out as important areas of focus for public policies and initiatives.

In terms of sectoral focus the project is working in high potential sector for greening.

The hotel industry in Thailand is increasingly aware of the importance of integrating environmentally sustainable and socially responsible practices in its ways of operating, due to both customer demand and concerns over the state of the local environment, as well as to opportunities for cost saving. This is demonstrated by the increasing number of statements and initiatives by the Thai Tourism Authority (such as the 7 Greens Campaign) and by the Designated Areas for Sustainable Tourism Administration (including their Low-carbon Destination initiative), among others.

At the same time, at the hotel level, the importance of securing workers' commitment and participation in order to achieve effective positive change both in terms of environmental management and other aspects of improvement of hotel operations, starts to be recognized and typically poses challenges since mechanisms for cooperation are often scarce. The lack of effective implementation of top-down 'green' policies is regarded by many hotels among those contacted by the program as a significant constraint.

In the automotive industry in the Philippines, spreading concerns for energy costs and the recognition of the value of improving efficiency in the use of resources means there is strong interest in programs that can help companies address these concerns especially those, linking

environmental good practices with concepts of productivity and efficiency and that can help sustain the process of change and improvement over time.

The transition towards greener economies is increasingly regarded as a necessary change, which will involve far-reaching transformations in industries, enterprises and labour markets. Given the extent and social implications, it is of the utmost importance for such transformation to be equitable and be driven by dialogue among different stakeholders. In this respect the value of concerted efforts and joint actions to address such challenges is well recognised by governments, trade unions and employers organisations, and has been reiterated in several forums, including discussions during the ILO Working Party on the Social Dimension of Globalisation in November 2007, and the recent ILO tripartite Asia Pacific Regional Meeting in December 2012.¹ The conclusion of the APRM explicitly recognized support to sustainable enterprises and the promotion of green jobs and greener economies are crucial elements of a strategy for a job-rich growth with decent work.

The conclusions of the 15th APRM held in Kyoto, 4-7 December 2011, highlight the importance of green jobs, as is clear from several policy recommendations, namely: Working to ensure that DW and full employment are at the heart of policies for strong, sustainable and balanced growth and inclusive development (C. 31); Promoting a well-designed transparent, accountable and well-communicated regulatory environment for business, including regulations that uphold labour and environmental standards (C. 40); Promoting greener growth and green jobs, consistent with maintaining economic and social sustainability (C. 51); Making full use of social dialogue to anticipate and address labour market changes, including those that will come with the transition to low-carbon economies (C.58).

At the country level, environmental and climate change challenges and their implication for the world of employment and businesses are an emerging areas of concern also for ILO constituents, and aspects related to sustainable enterprises and greener workplaces are regarded with particular interest. This emerged from project-related consultations with constituents and from findings from the Training Needs Assessment conducted prior to the constituents' training workshop.

In particular, for Thailand, the findings suggested the following points:

- Among constituents representatives there was the perceived need for gaining an understanding of green jobs and the link between employment- environment issues
- Constituents' representatives had some exposure to environmental issues/initiatives, but it was sporadic and narrow in focus. Their general knowledge of environmental issues was reported to be in the middle to low level

- In terms of topics of interest, issues related to sustainable enterprises and resource efficiency received the highest scores

For the Philippines, the exercise revealed the following:

- Constituents representatives indicated that its very important for them to learn about measures to adopt to climate change, as well as their role in promoting green jobs and just transition principles. They expect to know more about actual experiences of constituents in other countries on similar ILO projects and what has worked. This way, they can advocate for what can be adapted in the Philippines.
- The level of exposure and and general awareness to environmental issues is from low to medium level.
- Topics of particular interest to the constituents' representatives unanimously picked out greening of enterprises, which includes energy management, resource efficiency and waste management.

The findings from the Training Needs Assessment exercise provided an indication of the wider relevance of the project, its approach and areas of focus. In particular they suggest that supporting capacity building of constituents on issues related to the employment and environment nexus reflects emerging interests and concerns and that working specifically on the issue of enterprise greening and resource efficiency reflects constituents' views on high priority topics in the field of green jobs promotion.

In its capacity building and knowledge sharing activities and in promoting sustainable enterprises greener workplaces, the project contributes to several country outcomes. It contributes to the enhanced capacity of employers' organizations (CPO: THA801 Strengthened institutional capacity of employers' organizations & CPO: PHL801 Strengthened institutional capacity of employers' organizations), and in the Philippines, also to PHL 104: Entrepreneurship and sustainable enterprise development policies and programs implemented for green, productive and decent employment and income opportunities

The GBA project relation with other ILO initiatives and programs

The project complements other ILO initiatives in the field of Green Jobs and assistance to Employers' organizations. In relation to other Green Jobs initiatives, the projects identify clearly its focus and scope of activities in relation to the enterprise-dimension of the transition to a greener economies – it seeks to make enterprises and industries greener. At the same time efforts were made to maximise synergies with other green jobs initiatives, for example by collaborating on the tripartite training on key concepts of green jobs, which constitute a common foundation for all projects, and helped to ensure a coherent approach and shared

framework.

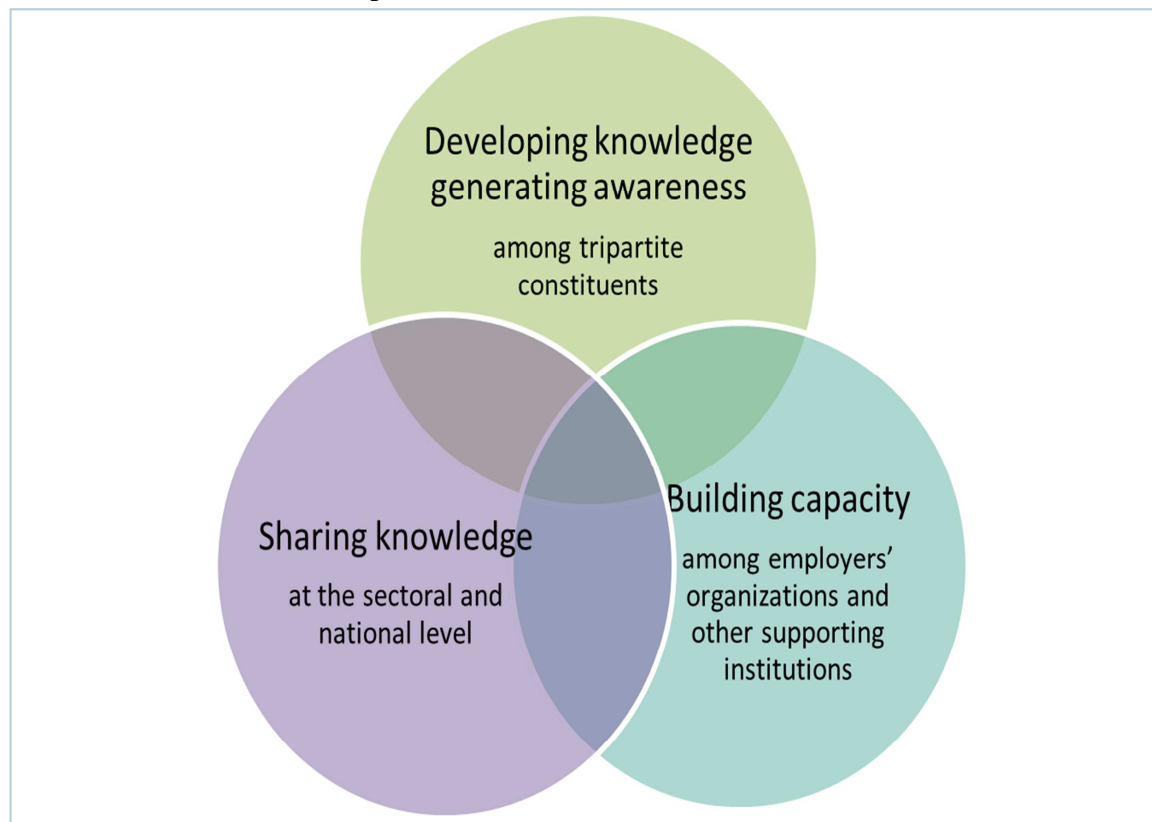
The project complements ILO supports to employers' organizations in the countries of focus, by contributing to developing their capacity in a relatively new area of work that is regarded as increasingly important by the business community. The project's assistance to the employers' confederations of Thailand and the Philippines also contributes to ACTEMP support to the confederations in enhancing services to their members.

The Greener Business Asia project also takes advantage of successful ILO experiences and valuable enterprise-level tools (such as succeeding in Business, the Factory Improvement Program) and has made use of them in developing its training package. At the same time it has newly introduced stronger and more comprehensive environmental components and an innovative training design in terms of training structures and modules.

3.2 Validity of project design

The project is comprised by three components, namely: 1) awareness raising and knowledge development, 2) training and capacity building and 3) knowledge sharing. The components, which correspond to the project's immediate objectives, and sub-components build off one another and are complementary.

Greener Business Asia Components



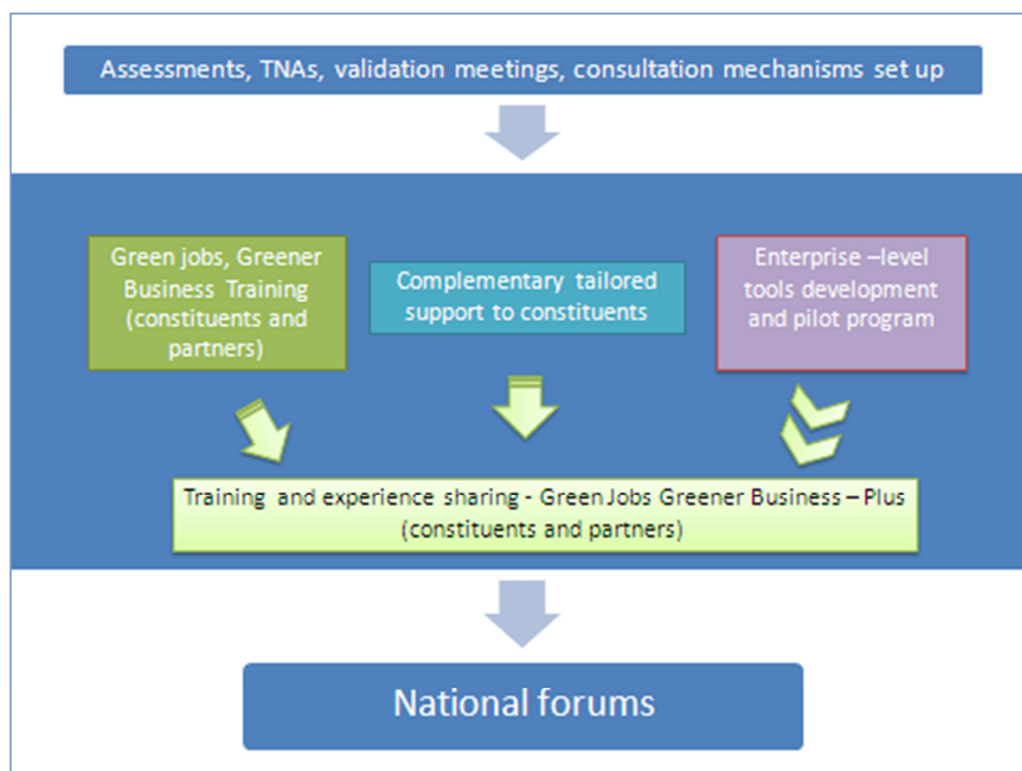
Information gathering and sector assessment exercises were carried out in the two countries

to help identify the sectors of focus by examining current environmental, labour and production practices and challenges and assessing potential for greening. Findings were validated and target sector selected in the context of a regional meeting in Japan (which included tripartite representatives from the project countries) and country-level consultations. The process led to the selection of the tourism sector with a focus on hotels in Thailand, and the automotive sector in Philippines. The research and information gathering component also included more specific analysis into the selected sectors.

The training and capacity building component of the project is in turn comprised of two large elements: the training of tripartite institutions and the enterprise-level program. The former aims at ‘setting the stage’ and introducing a key notions related to green jobs and environmental issues among ILO constituents. The latter aims at developing and delivering a program of training and advisory services to enterprises in the selected sectors to help improve their triple bottom line (i.e. improvements in terms of economic, social/labour and environmental practices) based on a model of worker-employer cooperation at the workplace. The enterprise program and its pilot roll-out entails the documentation of results and good practices at the enterprise level, which would then feed into the knowledge sharing component of the project.

The knowledge sharing component of the project entails the dissemination of the approach to enterprise improvement devised by the project, including the dissemination of good practices and lesson learnt in the course of the pilot exercise with model enterprises in the two sectors.

Greener Business Asia – operationalization of components



The design of the project in terms of these three components and their sequencing appears supportive of the achievement of the objective of building capacity in employers' organizations' and national institutions to respond to climate change and environmental challenges in specific sectors.

More specifically, the logic of starting from research, to take stock of current challenges and potential entry points for enterprise/sector greening appears necessary to a newly developed project. The sector assessment and research carried out and the consultations held to validate them also served to open the floor to discussion of a relatively new issue of work for the ILO constituents.

The novelty not only of the project, but also of the very topic of green jobs and greener business to ILO constituents and traditional partners also strongly justifies the need to conduct a 'foundational' type of training for constituents on such issues. This is required in order to foster the necessary ground for a meaningful dialogue and engagement with constituents' organizations in initiatives that have a strong environmental component. Having the tripartite training include not only enterprise-related challenges, but also the broader economic and environmental context within which such challenges are located appears a valid approach. It allows the contextualisation to topics related to sustainable enterprises, which is necessary to gain an appreciation of the broader dynamics and challenges that affect workplaces and businesses.

Key finding: Given the fact that green job/greener business are relatively novel field for constituents, it is important to hold foundation types of training workshops (standard training courses focused on key concepts on green jobs, sustainable enterprises, and national policy framework, among others)

The development and pilot roll-out of the enterprise programs in the selected sectors and the collaboration with relevant national and sectoral institutions are obviously key building blocks of the project and essential to the achievement of its overall objective. They form a technical core of the project, and contribute to building capacity of national organizations both through on the job-training as well as through the documentation of concrete results and lessons learnt that can be disseminated to wider audiences at the sectoral and national level. In this respect the plan to monitor and document changes at the enterprise level and to compile case studies and lessons learnt from the pilot exercises appear as a highly valuable element of the enterprise program, and the plan to hold national forums to disseminate achievements is a valid platform for dissemination.

Key finding: The intervention logic and relation between project component is sound and conducive to the achievement of the development objective of the project

At the same time a few elements of the intervention had to be strengthened in the course of project implementation (through selected additional activities) to enhance the links between the various components, specifically those between the enterprise-level component of the project and the work with national level counterparts, particularly trade unions and employers' organizations, also in to view of the needs emerging during project implementation.

First, it came to be recognised in the course of project implementation that the novelty of the topic, coupled to specific needs of constituents groups (as they emerged in the course of training needs assessment, consultation and tripartite training workshops) required additional targeted support if the capacity building objective was to be achieved. It was recognised that forms of assistance that lied in between the foundation training, which served to introduce and familiarise tripartite representatives with key notions related to green jobs and sustainable enterprises, and very technical enterprise-level component of the project were necessary. This would help constituents to gain a fuller appreciation of the enterprise-program approach and thus help disseminating its good practices and lessons learnt.

What came to be recognised as needed were specific forms of targeted support to social partners in areas which, on the one hand complemented the enterprise-level activities, while at the same time building off issues/areas of work closer to their traditional mandate and capacities. In this way following a gradual path, the project had to add one of the necessary steps in the ladder towards capacity building of ILO constituents in the relatively new field of the promotion of green jobs/greener business practices.

Lesson learnt: since green jobs/greener business is a relative new area of work for constituents, the decision to provide additional opportunities for tailored capacity building activities responding to emerging needs was a valid one.

The additional activities of social partners' support are comprised by:

- Assistance to the Employers' Confederations of the two countries for the development of a web-based green information service through which good practices, case studies, and information resources on relevant legislations and incentives will be documented and organized to help promote greener business practices among companies in the Philippines and Thailand.
- Workshop for trade unions (with participation of national-level trade union representatives) on the role of trade unions to promote social dialogue and raise awareness on the linkages between improvement of working conditions, productivity and environmental performance (Thailand)
- Writeshop/Workshop for trade unions in the Philippines to develop a workplace assessment tools (checklist, references) to complement the Greener Business, Better

Workplace training & assistance package. The tools will likewise focus on greening and sustainability issues as it links to decent work, defining the key role of trade unions in facilitating business transformations (ie greening of operations) and provide key messages on current local greening issues which trade union representatives can use to articulate these concerns to their members (Philippines)

While providing additional and complementary capacity building to social partners, these additional activities are also regarded as instrumental to achieve stronger impact in terms of contributing to a more conducive environment /support system to sustainable enterprises, by creating channels for the propagation of good practices and by contributing to the enhancement of the role of employers' organizations and trade unions in generating awareness at the workplace and community level.

In addition, a further activity that had to be developed in support of the knowledge sharing component of the project stemmed from the recognition that knowledge sharing needs to take place at different levels, among different target audiences, and with greater or lesser degree of technical detail. While national level forums remain an essential venue to disseminate the project model of enterprise greening and its achievements in a conference type of formal event, it was also felt that constituents, in order to become agents of dissemination of such models thorough their networks required more in-depth workshop type of event that allowed a closer and more interactive discussion of the enterprise-level pilot exercise, its results and its lessons learnt.

The three additional activities may all be seen as contributing to capacity building of constituents and to the dissemination of the model and good practices for enterprise greening based on workplace cooperation. This is important to maximise the impact of the work done in the pilot activities with enterprises beyond the direct participants by increasing awareness of good practices among other companies, employers and workers.

Key finding: the multipronged approach of providing tailored and incremental capacity building support to constituents in this relative new area of work while devising a solid enterprise program that demonstrates concrete results in terms of greening through a model of worker-employer cooperation is a valid one.

In terms of gender concerns, efforts were made in promoting a gender balance in the participation of the enterprise program and in the newly established enterprise-level improvement teams it is explicitly indicated in the guidelines to the expert visits, which are to convey the message in the course of their coaching session with the enterprises. Information on the composition of the workforce in the enterprises was also collected.

There is no specific coverage of gender issues in the enterprise training sessions, although discrimination (including gender-based one) is clearly discussed in in the context of

workplace cooperation and workplace relations.

Overall, there are certain positive indications on efforts to mainstream some level of gender balance in the enterprise program (as emerge in the training participation, team composition and leadership roles in the enterprise teams).

Recommendation: efforts should be strengthened to have a more systematic approach to gender mainstreaming throughout the project components.

Such efforts could also take the form, in part, of case studies with an explicit gender component in the training programs, dissemination of gender good practices.

3.3 Project progress and effectiveness

In the period since its inception, the project has completed or is well into the delivery of its key outputs.

Under Immediate objective No. 1 – Increased understanding of tripartite bodies of the challenges and opportunities associated with developing responses at the workplace to environmental pressures – all outputs have been completed for both countries.

Under Immediate Objective No. 2 - Enhanced capacity of national employers' organisations and other relevant institutions to support bilateral cooperation in responding to environmental pressures at the workplace – several outputs have been completed and remaining outputs has seen substantial progress towards completion (for example training for enterprises).

Under Immediate Objectives No. 3 – Increased knowledge and awareness at the national level of good models of practice of bipartite cooperation in responding to environmental pressures at the workplace – all outputs are (and were originally) planned for 2012.

Due to challenges associated with the recruitment of the project coordinator, the early stages the project witnessed some delays with respect to the original implementation plan. Nonetheless the project has largely managed to offset delays in its initial stages thanks to parallel implementation of activities under different components. This has succeeded in compensating for delays under most outputs. According to the revised implementation plan, there are certain activities that will be completed later than originally envisaged (such as the carry-out of the enterprise visits and the capturing of improvements at the enterprise level) but this is not expected not have implications for the overall project delivery. It is therefore expected that the project will be completed within the given timelines.

Progress under immediate objective No. 1

Key milestones have included the completion of the research and sector assessment, target sector identification process including consultations and validation meetings. Tripartite Project Advisory Committees were also established in both countries and have been meeting to provide strategic advice on project implementation.

It should be noted that the assessment research provided an overview of the different challenges and opportunities of the sectors being examined, and while identifying potential for greening and entry points for the project in all sectors, it recommended the electrical and electronics industry as the most promising sector for the pilot intervention.

Nevertheless, the Thai constituents, following a review of the findings on the three sectors, and in view of their own discussions, deliberated that the project should focus on the tourism sector (and particularly on hotels).

The main factors behind such deliberation included:

- The fact that it was felt that there were clearly roles and stakes for workers, employers and the government in improving environmental practices in hotels
- The identification of the natural environment as a common good, especially in coastal destinations
- The high potential of enlisting participants among employers in the hotel business
- The possibility to integrate issues related to occupational health and safety and waste management practices

They also identified Phuket as the location for the pilot enterprise program due to the presence of some unionised hotels in the area (still very small in comparison to overall numbers (see below)

Once the sectors were selected, further research and analysis on the selected sector was also carried out to help refine the entry points for the enterprise programs and make it more relevant to needs.

Key finding: the research and consultations helped to generate an initial layer of understanding among constituents on issues related to climate change responses and enterprise sustainability in the identified sectors, which served as a basis for further capacity building and knowledge sharing.

Progress under immediate objective No 2.

Tripartite constituents' training

With regards to the training of tripartite leaders, following a training-needs assessment exercise, training materials were developed and made responsive to country-specific needs by making a wide use of country-specific content (while also drawing upon existing ILO training resources) and relying on national experts for several training sessions. Training

workshops were delivered for tripartite representatives and representatives from other relevant stakeholders (for example Ministries of Environment/ Tourism Council, etc.) in the two countries.

The training workshops aimed at fostering the understanding by constituents of the conceptual framework that provides the foundation for initiatives promoting Green Jobs and principles of a Just Transition.

The training sought to develop and strengthen the ability of constituents and partners to reflect and discuss on the following:

1. Core notions of climate change and other environmental challenges in the context of emerging social and economic trends
2. Linkages to employment and the world of work – key concepts of green jobs and just transition
3. Strategies to promote green jobs, including principles and approaches to sustainable production and consumption
4. Thailand's and Philippines' national contexts and policy frameworks
5. Potential roles and contributions of constituents in the promotion of green jobs, green businesses and a just transition

Information on training workshops

Title	Date & Duration	Location	Number of Participants	Institutions	Partners
Green Jobs, Greener Business Training for Constituents and Partners – Thailand	28 - 30 June 2011 (3 days)	Bangkok, Thailand	25	<ul style="list-style-type: none"> - Ministry of Labour: Office of the Permanent Secretary; Dept. of Employment; Dept. of Skill Development - Dept. of Labour Protection and Welfare - Ministry of Tourism & Sports - Ministry of Resources and Environment - National Congress 	Stockholm Environment Institute (Thailand Team)

				Private Industrial of Employees - State Enterprises Workers' Relations Confederations - Thai Trade Union Congress - Labour Congress of Thailand - Employers' Confederation of Thailand (ECOT representatives & ECOT member companies) - Tourism Council of Thailand	
Foundation training on Green Jobs and Greener Business forum – Constituents and Partners in the Philippines	19 - 21 July 2011 (3 days)	Manila, Philippines	57	- Department of Labour and Employment: Institute of Labor Studies; National Wages and Productivity Commission; Bureau of Workers with Special Concerns; Bureau of Working Conditions - Technical Education and Skill Development Authority - Alliance of Progressive Labor - Federation of Free Workers - Trade Union Congress of the Philippines - Employers Confederation of the Philippines (ECOP)	Philippines Federation for Environmental Concerns

				representatives + companies from the auto sector - including Suzuki, Toyota, Yazaki Torres) - Climate Change Commission - Department of Trade and Industry - Department of Science and Technology - National Economic and Development Authority - Occupational Safety and Health Center - Philippine Business for the Environment - Toyota Motor Phil. Corp - Solid Waste Management Association of the Philippines - Philippine Green Building Council - Philippine Federation of Environment Concerns	
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Key finding: As a result of the training for tripartite constituents on Green Jobs Greener Business in both countries, participants gained a better understanding of key concepts related to climate change and green jobs and of the linkages between labour and environment issues, with specific emphasis on the enterprise dimension of the transition to a more sustainable economy.

Lesson: in order to help fostering understanding of and commitment to promoting green jobs among national level constituents, it is important to ground concepts and international debates in country-specific contexts

The training also helped constituents reflect on their roles in promoting green jobs and greener business in the two countries. The feedback received from participants on the training through a survey was very positive with an average rating of 4.5 points (out of 5) in Thailand and 4.2 points (out of 5) in the Philippines on the overall usefulness of the training. An average of 4.2 points in Thailand and 4.3 points in the Philippines was gathered on the usefulness of content of the various sessions.

Key finding: the relation between the work on the Green Jobs training in the two countries was a strong and conducive one.

Green Jobs, Greener Business Foundation training – photos



The training workshops were first delivered in Thailand and feedback and lessons learnt as well as selected materials were incorporated into the design and materials used in the workshop in the Philippines. These included revisions to some of the core ILO materials for Green Jobs training, agenda and content flow, as well as case studies and exercises.

It should also be noted that the training on Green Jobs, Greener Business were also pivotal for the development of a trainers' guideline, template agenda, and core materials for what has come to be labelled 'Foundation Training on Green Jobs for constituents' in the Asia- Pacific region, which was then replicated by other projects.

It should be pointed out that the training serves as an important platform not only to help understanding and build awareness among constituents but also to generate commitment to contribute to the promotion of green jobs/sustainable enterprises.

Lesson: The momentum created by the training would have been best leveraged if tailored support to constituents and further knowledge sharing activities took place in the short aftermath of the training.

However, due to the need for the project to focus on the enterprise-level training materials development and pilot exercise roll out, taking place simultaneously in the two countries, and necessary for the gathering of results and lessons learnt to be disseminated, such tailored support and knowledge sharing started at a later stage.

Recommendation: For future similar initiatives, it will be beneficial to plan some immediate follow-up activities right after such foundation training events, in order to maximise the momentum.

Tailored support to constituents

To enhance the capacity of employers' organization the project provided specific tailored support. More specifically the project is assisting the Employers' Confederations of Thailand and the Philippines in developing green information services for their members – this consists of web-based information resources the employers' organizations will use to disseminate good environment and labour practices as well as relevant regulations, schemes and initiatives, while creating a platform to share the experience and achievements of the pilot enterprise program.

The activity was still in progress at the time of the evaluation. At present stage, one can detect good indications of ownership on the part of the Confederations', which see it as a valuable support in enhancing the services they provide to their members and in strengthening their overall capacity and networks.

The project also recognised that local workers' organisations in the hotel sector in Thailand would require tailored training to enhance their capacity and contribute to improving employer-worker relations at the local level in the hotel sector and raise awareness on environmental issues among their members and communities. At the moment, preparations of the workshop are under way, with a draft agenda and resource persons listed following consultations with national and local –level trade union representatives.

In the Philippines, management systems to handle green issues and workplace conditions (such as EMS or OHS) are commonly available, but bottom-up tools to raise awareness and engage people across all levels of the organization to cooperate, work together, as well as to sustain and complement initial efforts driven by management to 'go green' can prove to be very useful. This will likewise set a distinct and important role for workers' organizations, in order for them to better articulate their concerns to management and contextualize discussions among their peers, improving internal communication lines and opening up more opportunities for bipartite cooperation. A workshop for trade unions to develop and learn to use workplace assessment tools for enterprise greening is being planned by the project to address such needs.

Enterprise-level training and advisory program

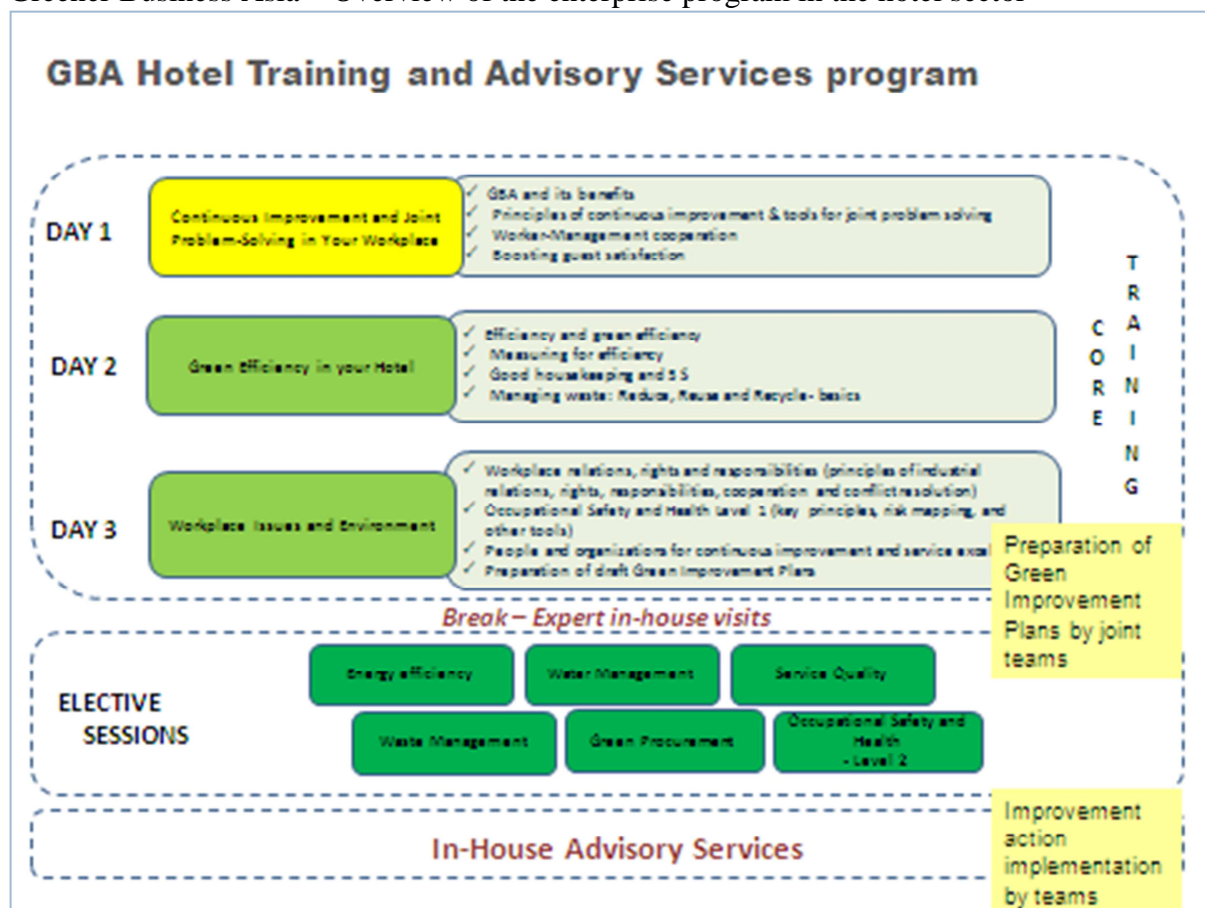
In terms of enterprise activities, the project developed and pilot tested a package of sector-specific training and advisory services program.

The enterprise program developed and is piloting a program of training and advisory services for hotels that equip workers and management with tools and knowledge resources to establish mechanisms of cooperation and jointly effect positive changes in their workplaces and enterprises in terms of environmental performance, labour practices and overall competitiveness.

The training resources and tools for Thailand and for the Philippines share a common logic and approach (as well as selected contents) but are also tailored to the specific sectors needs and requirements.

The key principles of the program include: an integrated approach to improvement, wherein 'environmental' issues are embedded into an overall logic of enterprise and workplace improvement (which include occupational health and safety issues and workplace conditions); worker-management cooperation at the workplace as a key mechanism and building block of the program; focus on tools and techniques for problem solving and identification of green options to be used by enterprise teams.

Greener Business Asia – Overview of the enterprise program in the hotel sector



Implementation process and outlook

Development of training materials

The development of the training materials for enterprises in the two sectors, made use of relevant existing ILO resources for selected sessions, but it also involved the development of a whole set of new modules and resources, especially those with an environmental focus.

The interdisciplinary nature of the training program covering multiple subject areas and efforts to highlight principles of workplace cooperation and workplace issues in many sessions meant that the development of the training materials was a complex task with multiple experts involved in the development and the delivery of the training session.

The program design and the draft materials pilot tested during the training proved effective during the programs – this can be inferred on the basis of feedback received from participants and in view of the follow-up actions undertaken by the hotels (see section below). Adjustments to specific sessions and exercises need to be made in view of the lessons learnt from the pilot programs and to leverage the cross-fertilization of the experiences in the Philippines and Thailand (see section below)

Enterprise Selection process

The selection process of the enterprise participating was discussed with the Project Advisory Committees.

In the case of Thailand, following the decision by the constituents to work in Phuket as the pilot project site for the enterprise-level activities, a review of how to identify hotels was carried out. Mirroring the low trade union density that characterise Thailand, fact finding exercise in Phuket indicated an extremely low number of unionised hotels, numbering 16 in the whole of Phuket island out of 243 registered hotels, and over 600 hotels in total. Among these 16 unionised hotels, 7 of them belong to same hotel group. Given the small number and the fact that most unionised hotels tended to have established environmental programs, it was deliberated with the Project Advisory Committee that the project would seek to enlist unionised and non-unionised hotels in the pilot exercise. For both categories, a commitment to improve worker-employer relations and workplace cooperation was identified as an important criterion for participation.

For enlisting participating hotels the project also strongly relied on its local partner, the Faculty of Hospitality and Tourism of the Prince of Songkla University, which used its alumni network as well as contacts of local tourism organizations. Following invitations and introductory meeting with unionised and non-unionised hotels, the project identified 12 hotels to take part in the pilot exercise. Of these 3 were unionised, and 9 non-unionised. The strategy adopted in the selection of participating hotels in the pilot program seemed to be an appropriate one especially in view of the low union density in Thailand.

The participating hotels are mainly Thai-owned medium/small size ones, but they also two large international ones (Club Med and Holiday Inn), which are unionised.

With regards to enterprise selection in the auto sector in the Philippines, the project sought to leverage the networks of the Employers' Confederation of the Philippines, and particularly their members in the auto industry which are supply chain heads/owners in order to reach out further down the supply chain, mainly to 2nd and 3rd tier suppliers. In addition, the project also invited nominations for participating companies from other constituents' organizations, namely the National Wages and Productivity Commission and trade unions. Companies selected included both unionised and non-unionised enterprises, largely of medium size, but with the participation of large companies which are industry leaders. This approach to get a diverse group for the pilot exercise was supported by ECOP and workers organizations in order to see how well the GBA approach and tools can respond to local enterprise issues.

Pilot Program roll-out

The pilot training programs were completed in the two countries.

Information on the enterprise training sessions

Training and workshops					
Title	Date & Duration	Location	Number of Participants	Institutions	Partners
An introduction to Greener Business Asia for General Managers and Hotel Owners	7 October 2011 (0.5 days)	Phuket, Thailand	25	12 Hotels	Phuket Chamber of Commerce Prince of Songkla University, Faculty of Hospitality and Tourism
Greener Business Asia Core Training Course - Hotels	10-12 October 2011 (3 days)	Phuket, Thailand	54	12 Hotels	Prince of Songkla University, Faculty of Hospitality and Tourism
Elective training session – Hotels: Waste Management	19 October 2011 (0.5 days)	Phuket Thailand	24		Prince of Songkla University, Faculty of Hospitality and Tourism
Elective training session - Hotels: Service Quality & HR	20 October 2011 (0.5 days)	Phuket, Thailand	38		“

Elective training session- Hotels: Green Procurement	22 October 2011 (0.5 days)	Phuket Thailand	14		“
Elective training session- Hotels: Energy Efficiency	25 October 2011 (1 day)	Phuket, Thailand	20		“
Elective training session- Hotels: Occupational Health and Safety	17 January 2012 (0.5 days)	Phuket, Thailand	14		“
Elective training session- Hotels: Water Management	21 January 2012 (0.5 days)	Phuket, Thailand	10		“
Greener Business Asia, Core Training for Enterprises in the auto sector	5 - 7 December 2011 (3 days)	Laguna, Manila, Philippines	50	14 autoparts manufacturing companies (+ 2 assemblers)	Employers' Confederation of the Philippines Philippines Business for the Environment
Elective training session- auto sector: Healthy and Climate-resilient Workplace	7 March 2012 (1 day)	Laguna, Manila, Philippines	28		“
Elective training session- auto sector: Energy Management	14-15 March 2012 (2 days)	Laguna, Manila, Philippines	26		“
Elective training session- auto	28 March (1 day)	Laguna, Manila, Philippines	20		“

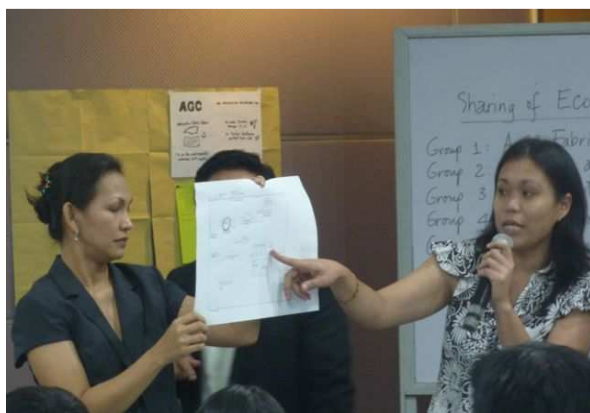
sector: Materials and Waste Management for Eco efficiency					
Elective training session- auto sector: Sustainability reporting	u 11 April 2012	Laguna, Manila, Philippines	14		“

With regards to the core training modules the program secured a high and wide participation from the companies. In the hotel program, 54 people participated in the training, coming from a range of background and roles in their organizations – ranging from General Managers and hotel owners, to operational staff in the Food and Beverages and Housekeeping departments, to Human Resources managers, who were encouraged to learn through team-based exercises built into the training.

Such mixed participation was a very important element to the training programs, and a starting point for the mechanisms of workplace cooperation which the program seeks to strengthen.

Lesson: Despite initial concerns from the local partner institution regarding the hierarchical culture prevalent in many Thai hotel establishments, the enterprise training, thanks to its methodology and content, was successful in encouraging teamwork, dialogue and collaboration within and among participating companies and across organizational roles.

Enterprise program – photos





The feedback on the training program received through a training evaluation survey after the core training was positive, with an overall satisfaction of 4.1 points (1 to 5 scale), indicating relevance and usefulness of the materials to the participants' needs. The training successfully led to the establishment of worker-management teams in each hotel (a core team that was later expanded) and the development of action plans (the Green Improvement Plans) by each team which would guide the process of change at the hotel level.

The piloting of the training program provided insights for the refinement of the training package. Among others, issues for consideration include:

- Confirmation of clear value of the inclusion of teambuilding exercises and ice-breakers
- Possibility to break down of the more dense sessions during the core training into shorter segments
- Potential benefit of wider use of enterprises information/operational documents (Potential benefit of devoting more time to measuring and documenting environmental/other impacts and improvement during the core modules)
- For the hotel sector, potential benefit of combining of elective sessions on waste management and green procurement given the interrelationships between the topics, and of increasing in the level of technical content of the elective session (more topic specific contents – e.g. Effective Micro Organism/exercises using the list of certified 'green' products, etc.)
- For the hotel sector, possibility to link it to Occupational Health and Safety and the 5 S topic to make the session more dynamic and to highlight the relations between cleaner safer and productive workplace practices
- Confirmed value of allowing space for focusing on specific issues/technologies that are of particular concerns for the sector (e.g. in the energy management module), and use of examples from processes (i.e. painting process, metal fabrication processes) familiar to sector actors
- Strong interest among participants (especially technical workers) to learn to use tools to communicate their ideas for improvement to management and calculate/demonstrate their benefits

- The relation of the project with Management Systems could be developed more - not necessarily in terms of direct coverage in the training program but in explaining how the tools/knowledge imparted in the program is relevant/complementary to certain elements of Management Systems.

Key finding: The pilot-testing of the training packages for the hotel sector and auto industry confirmed that the training design and content are effective in providing tools and knowledge resources for enterprise teams to plan and initiate workplace improvement actions.

Due to the relatively technical nature of the training program, the novelty of environmental issues for constituents, and, in the case of Thailand, limited reach in the pilot project's locale and sector by constituents, the actual delivery of the training program and advisory services had to be carried out by a technical partner (the Faculty of Hospitality and Tourism of the Prince of Songkla University in Phuket with some involvement in events by the local Chamber of Commerce, and the Philippines Business for the Environment with coordination from ECOP).

While such collaboration arrangements were envisioned in the project document itself and were agreed by the tripartite Project Advisory Committees, among some workers' specialists and trade unions, it was felt that more direct and targeted participation in implementing activities by trade unions would have been desirable (see also section on stakeholder participation).

The follow-up in house advisory services and implementation of improvement actions by participating enterprises

The advisory services are close to completion in the hotel sector in Thailand and they are still on-going for the auto sector in the Philippines. The documentation of the changes/progress by hotels is also on-going. The project has sought to incorporate such information gathering at all stages of the exercise.

It should be noted that this being a new initiatives and the ILO being a new actor in the project locales and sectors meant that information gathering from enterprises especially in the early stages of the programs was not easy. There was the pressing requirement to balance the need for data collection (and the benefits from a rich and comprehensive information) with the importance of managing relations with prospective participating enterprises, and avoiding misrepresentation of the program as an initiative related to research or inspection). Another challenge posed for the information gathering is the lack of systematic measuring or documentation on the part enterprises. This is in itself a topic for training and capacity building that is part of the program – in line with the measure-to-manage concept. For certain topics (e.g. energy consumption) it is possible to gather information of the situation pre-

existing the project ex post (for example reviewing past energy bills and room sold records) and this is being done whenever possible.

While it is early to make an assessment of the impact of the enterprise program given that still in progress, there are some indications of its potential.

In Thailand, as a result of the program, participating hotels have begun to take a number of improvement actions, which include, among others:

- establishment of formal worker-management teams to lead improvement actions, with regular meetings and review of progress
- initiatives for developing workers' participation in the field of good environmental practices (including awareness raising campaigns, suggestion schemes, incentives, and others)
- initiatives for promoting guest engagement on environmental issues (including development of communication tools, awards, and others)
- improved worker-management communication channels (including meeting, notice boards, feedback systems, facilities)
- establishment/reviving of Joint Occupational Health and Safety Committee, its roles and initiatives
- improved workplace conditions and HR (including staff canteen facilities, training)
- introduction/reviving of waste management program (including initiatives to reduce packaging of supplies, waste sorting, and waste sale)
- energy conservation initiatives (including behavioural and housekeeping measures, and selected technologies/machinery changes)

In the Philippines, the program is at an earlier stage than Thailand, but some examples of planned/initiated actions can already be seen. Among others,

- All pilot companies have designated a 'worker-management' team (green team) to implement priority actions and baseline activities as they have learned from the CORE sessions
- Some companies used the inputs from the CORE session to start assessing their own operations. This included the adoption of eco-mapping process to highlight priority concerns in terms of environmental issues and workplace conditions, as well as monitor OSH objectives.
- Across all companies, green teams are leading energy management related initiatives, particularly using the methods learned to quantify proposed results of energy management efforts.
- One company have been convinced that with the designation of a team, they can now consider addressing green issues and have proposed to use this as an opportunity to also start their EMS.

A challenge faced in project implementation is the scheduling of activities. In particular, the initial delays in the early stages of the project (see above) pushed the start of the enterprise

level activities at the end of the low tourist season. The project did manage to respond to this constraint by scheduling arrangements that allowed a higher intensity of activities in at the end of the low season, slowing down in the peak tourist season and picking up again the end of the peak season, and by leaving some flexibility in the scheduling of the hotel visits for the advisory services.

The initiation of improvement actions by hotels and the participation in the advisory service program even during the high season should be seen as an indication of the strong interest of the participants in the program and their recognition of its benefits, but the scheduling should be revised for any future roll-outs.

Recommendation: for future roll-out of the hotel program , timing the whole program,, including the advisory services should coincide with the low tourist season. This will facilitate the enlistment of participants, the organization and scheduling of events and of the expert visit, and it will also allow the participating hotels to make better use of available time and human resources in the off-season and grant them more time to implement and review changes.

For what concerns the Philippines, the implementation of the training program has been facing some delays. These were due mainly to the efforts to fine-tune the program to the needs of participating enterprises as they emerged in preceding sessions. This allowed the program to be responsive to enterprise needs, but at the same time left less time than originally envisioned for the follow-up support, which had to be intensified in terms of frequency over a shorter period of time.

Recommendation: For future roll –outs of the enterprise program in the Philippines, having at disposal a consolidated set of materials, should allow for a longer period dedicated following up support and implementation of actions by enterprises.

Current outlook

While many activities are still under way, it is already possible to make a number of points with regards to the enterprise programs developed and currently being pilot –tested by the project. The achievements emerging from the work with enterprises point to a number of success factors.

Key finding: ‘green’ issues make a good entry point for engaging enterprises’ workers and employers.

Employers find ‘green’ programs attractive, especially where the business case is highlighted (for example in relation to energy efficiency measures), and because of the growing importance of environmental performance for enterprise clients (tour operators/hotel guests in the case of hotels and supply chain heads in the case of the automotive sector).

For workers, environmental issues can be easily recognised (with some awareness raising) as areas of concerns, especially, but not only, where the implications of environmental impacts for local communities or broader social concerns are highlighted.

Key finding: the fact that ‘greening’ can be effectively recognised as a shared concerns among employers and workers, makes it a good starting point for worker-manager cooperation and joint actions, which can be mutually agreed upon and implemented.

The relation and mutually supportive relation between workplace cooperation and effective environmental practices have also another dimension. The pilot experience demonstrates that workers’ participation and engagement is a very crucial element for concrete improvements, as behavioural practices related to energy conservation or waste sorting, strongly rely on such participation.

Key finding: It is evident that, as envisaged in the logic of the project, on the one hand, workplace cooperation is a means to foster positive changes in environmental performance, on the other, strengthened workplace cooperation as an end in itself, is achieved by the very undertaking of joint green initiatives.

Integrating environmental issues into a broader framework of enterprise and workplace improvement appears an effective approach

This is because it allows:

- To highlight the links between different areas of improvements
- To underline repeatedly messages/important knowledge (e.g. handling of hazardous waste both in the context of Occupational Health and Safety and waste management) and
- To remove ‘green’ issues from narrow departments’ focus /top management circles and to make it a cross-departmental and organization-wide concern (for example involving the HR department to integrate environmental concepts and practices into in-house training), thereby increasing participation in and reach of such initiatives.

The emphasis in developing a solid training program and its focus on tools to be used by enterprise teams makes it stand apart from many other environmental programs in that it focuses on building the internal capacity of enterprises and their teams, as opposed to rely chiefly on the external advice by experts to management.

Lesson: Environmental improvements are often shared concerns and thus can open spaces to other area of improvement, both thanks to the establishment of teams which can serve as platforms for discussing and leading different changes, and because quick-wins can help foster motivation and commitment.

Key finding: From the current outlook, one can infer that the enterprise program is well designed, the materials are valid, and relevant (with some adjustment) and that they are successful in catalysing a process of positive change at the enterprise level based on mechanisms of worker-employer cooperation at the workplace.

Knowledge sharing components

The key knowledge-sharing components of the project were envisaged to take place mostly following the knowledge development and the tripartite training and enterprise-level components, and therefore they have yet to be carried out.

Recommendation: Having developed and pilot tested a comprehensive package of training tools and knowledge resources that have so far managed to trigger a process of change among participating enterprises, the project should focus on documenting closely all changes and disseminating results, and lessons learnt (success factors as well as constraints).

Such documentation should offer detailed information which will be a valuable resources for a variety of knowledge sharing channels and contexts, ranging from in-depth experience-sharing with constituents, to conferences, to web-based platform, as well as of course its integration into the consolidated training packages.

It is highly important to dedicate time and resources to the compilation of such information and the consolidation into a range of format targeting different audiences and setting (including written case studies and best practices, videos, quotes/interviews from participants). Devoting sufficient time and resources to such knowledge consolidation will allow to leverage the positive outlook of the technical components of the project and maximise its impact by disseminating its approach and results to a wide audience at the sectoral and national levels. In this way, sectoral and national institutions appreciate the approach and logic based on worker-employer cooperation for improving environmental practices and, ideally with some handholding by the ILO under a second phase of the project, disseminate it further to new enterprises and locations.

It would be highly advisable, given the positive look of the project but also the very specific nature of the approach (which is based on worker-manager cooperation) and the relatively high technical nature of some modules, that the project runs a second phase to disseminate the program further to new enterprise and location, providing handholding to national institutions for the roll-out with progressively higher level of self-reliance).

3.4 Involvement of stakeholders

The project has sought to involve stakeholders at multiple levels and through different channels and at various stages of the project.

Tripartite representatives from the project countries participated in the sector identification process. The tripartite Project Advisory Committees, which brought together representative from the Ministry of Labour/Department of Labour, one from employers' organization and one from trade unions was established and has been meeting in the course of the project implementation to review progress and provide strategic guidance and advice, including discussing issues related to enterprise selection process, identification of technical partner institutions, training program design - both for enterprises and for constituents, and discuss enterprise-program progress implementation and outlook.

In Thailand, key national-level trade union constituents of the ILO amount to four, so in order to maintain a balance in numbers with representatives from employer's organization and the government, it was agreed that workers' organizations would nominate a single representative, which would convey the outcome of the discussions and gather inputs from other workers' organization representatives. This arrangement has presented some challenges in the information flows, so corrective action was taken by the project by organizing meetings with representatives from all workers' organizations to discuss and review activities and implementation.

In the case of the Philippines, the inputs from the Project Advisory Committee were also supplemented with the more in-depth advice provided by a Technical Working Group, a group tasked by the PAC to provide more technical insights to the project.

Specific thematic consultations with the constituents were also held in designing the Foundation Training on green Jobs, Greener Business. Industry stakeholders were also consulted throughout the project, to assess needs and priorities at the local and sectoral level and develop a program responsive to needs on the ground. They included: the Thai Tourism Council, Technical Education and Skills Development Authority, Trade Union Federations in the hotel sector in Phuket, the Phuket Provincial Office for Labour Protection and Welfare.

Lesson: It should be noted that it is beneficial to hold periodic meeting per constituents' group to ensure sufficient room for discussion on specific concerns or on particular activities, in addition to the regular meetings of the Project Advisory Committee meetings.
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A level of implementation, constituents took direct responsibility for the capacity building activities that directly targeted them/their members (ECOT and ECOT took the lead in the development of the Green Information Services).

For what concerns the implementation of the enterprise-level pilot activities, the high degree of technical content of the program, and the relative novelty of Green Jobs, Greener Business

issues to constituents, required the project to work with technical national institutions, whose selection was discussed with the tripartite Project Advisory Committee. In addition to the high demands from the program in terms of thematic expertise (both in terms of sectoral understanding and environment-related knowledge), the need to work with a sectoral institutions with a local network was compounded in Thailand by the fact that the pilot project location (identified by constituents) is removed from areas of their direct outreach.

These national technical partner institutions namely the Faculty of Hospitality and Tourism of the Prince of Songkla University, and the Philippines Business for the Environment, were selected in view of a number of factors: including in-depth understanding of sectoral / environmental challenges issues, and access to networks with relevant technical experts and businesses. The technical partners worked very closely with the project team during the training and advisory service program, reviewing progress and discussing feedback and lessons learnt. Following the implementation, the partner organisations present a deep appreciation of the approach and the values it is based on, in particular those of workplace cooperation and an integrated logic of enterprise and workplace improvement.

In the case of Philippines, ECOP took direct charge of the organization of several events and the coordination with participating companies. In the case of Thailand, in the organization of events at the local level in Phuket, a collaboration was established with the Phuket Chamber of Commerce, through contacts set up by ECOT (which does not itself have a staffed office in Phuket).

Key finding: Overall the project has been involving and consulting stakeholders at different levels (through Advisory and consultation mechanisms, training and targeted support and, collaborations in events and workshops, both at the national and local level).
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The arrangement of delivering the pilot training with technical partners was agreed with the Project Advisory Committee, and such possibility was envisioned in the project document itself. The very limited trade union penetration in the hotel industry and in Thailand, including Phuket, compounded the difficulty in having workshop and advisory services for hotels delivered by trade unions.

It was noted by some trade unions and workers specialists that it would have been important to have more direct and targeted engagement with trade unions in activities related to training. While the project has sought to address the challenge also by planning the additional targeted support to trade unions in the form of the workshop for trade unions in Phuket and in the development and training of workplace assessment for trade unions in the Philippines, the views of some workers' specialists and trade unions was that in a future phase of the project more direct and specific engagement should be sought.

Recommendation: In a future phase the project should introduce more direct and targeted engagement of trade unions

In securing further level of sustainability in terms of capacity building and the ability of constituents to contribute more actively in the greening of enterprises and workplaces, also in view of the novelty of the approach, a second phase of the project would be highly advisable

In a second phase a deepening of engagements with constituents through more targeted support grounded in the first level of capacity building that is being carried out under the current phase would be highly beneficial for the project to consolidate its achievements and increase its reach as constituents are able to become more active and extend their participation in promoting greener jobs/ better workplaces practices.

The second phase of the project should also secure a higher impact of the project's achievements under the current phase through some follow-up with technical institutions and sectoral organizations so that they can further increase their ability to deliver the enterprise program/tools and make use of it in their initiatives and in new partnerships, thus disseminating the ILO GBA approach to enterprise greening to wider target.

Recommendation: a second phase of GBA would be highly advisable to assist constituents extend their contribution in promoting greener and better workplace practices, as well as to follow up with sectoral organizations to extend the impact and outreach of the enterprise program developed under phase I. This would result in strengthened sustainability of the achievements of the project through a enhanced involvement of main stakeholders in particular the beneficiaries of such program.

3.5 Efficiency of resource use

The project has currently a commitment rate of 68% and an expenditure rate of 48%.

Key finding: The current delivery rate and the feasible workplan and expenditure plan for the remaining period indicate the project is very likely to ensure delivery within the given timelines.

Despite the slow start in the first year of the project (please refer to section above), the project has witnessed a significant intensifying of activities (and thus commitment and expenditure) in the second year and first period of the third year.

In terms of resource allocation, approximately 54% of resources for activities are allocated for Thailand activities and regional products, and 46% to for activities in the Philippines. The higher allocation for Thailand, in addition to taking into account the budget for regional products, also reflects the higher costs in the country vis-à-vis the Philippines, the use in the Philippines of products/materials developed and tested in Thailand - for example selected training materials, thus reducing certain costs, as well as higher costs for the enterprise-level

program linked to the location of the project site, which is removed from the capital and requires air-travel from some of the thematic experts providing advisory services.

In terms of allocation of resources for activities by , the distribution can be broadly grouped as follows:

- Research and sector assessment and validation (studies and consultations) : 14%
- Training and capacity building (including materials development, workshops, documentation of results, tailored support to constituents): 60%
- Knowledge sharing and dissemination (including compilation of good practices, and organization of conferences): 24%

In terms of technical and other project staff, the allocation accounts for 35% of total resources, operation and maintenance and general program support costs amount to 14 %.

Key finding: the substantial allocation of resources towards training and capacity building reflects the novelty of the issue to ILO constituents as well as the significant technical nature of the topic/area of focus, and the emphasis placed on demonstration activities at the enterprise level to secure documented results from the pilot exercises.

The relative novelty of the topic to constituents and the need to make it resonate to national frameworks required investment in foundation training activities which helped secure a broad understanding of the issue and build a basis for further capacity building.

The enterprise-level activities in the identified sectors with their focus on greening operations demanded significant investments in training materials development. On the one hand the project made significant use of existing resources both ILO and non- ILO thus managing costs. On the other hand, the need to integrate ILO values and approach to workplace cooperation with relatively technical content related to enterprise greening in terms of energy and resource efficiency and sectoral specificities in terms of needs and priorities in order to make the program credible and appealing to participating enterprises required substantial technical resources.

In addition, the pilot nature of the the enterprise program was associated with the high importance of following closely participating companies, to monitor changes, adjust tools to make them responsive to lessons learnt and developments on the ground. This called for resources. The documentation of the results and lessons learnt is not only key to adjust and consolidate the final enterprises but also to the dissemination of the approach both among constituents as well as to wider sectoral and national audiences.

Engagement of national institutions, in addition to being important elements towards the sustainability of the project, also helped to manage costs. Collaboration and joint activities with other Green Jobs projects, namely Green Jobs in Asia in the Philippines, also

contributed to reducing costs for certain activities while expanding outreach (for example in the Foundation Training on Green Jobs).

3.6 Effectiveness of management arrangements

In the current management structure, the project is nested under the regional program on Green Jobs of the Regional Office for Asia and the Pacific. Country-level activities for the Philippines are covered by a national project officer based in Manila, and reporting to a project coordinator located in Bangkok who responsible for regional coordination as well as for country-level activities for Thailand. Technical backstopping of the project falls under the regional specialist for Decent Work and the Environment and previously the specialist on CSR and the Environment, although technical inputs from specialists from the Decent Work Team have been sought for specific components of the project (including ACTEMP and ACTRAV specialists and the Enterprise Specialist).

Key finding: the relative novelty and level of technical content of the area of focus of the project required significant technical inputs in terms of project human resources.

The human resource arrangement of establishing one full-time national project officer in Manila and one full-time regional project coordinator in Bangkok responsible for both regional coordination and activities in Thailand , and supported by a part-time administrative support person was certainly necessary for such type of technical cooperation activities and at times would require additional support at the national level, especially due to the high pace of implementation in the second and third year of the project.

The reporting between the Philippines and ROAP regional project management works smoothly, chiefly through regular communication via email and Skype and through periodic missions to Philippines when required.

The project envisaged a mid-term and an independent final evaluation.

The mid-term evaluation was delayed partly because initial delays in the project called for a postponement of the evaluation in order to capture and review more activities that had a delayed start, so as to provide more meaningful inputs and recommendations. At the same time the fact that the evaluation was a self-evaluation carried out internally required the project staff to juggle with additional time demands in a moment when the implementation of project activities and other project management tasks were in full swing, thereby resulting in a longer process. At the same time the fact that the evaluation was self-administered brought notable benefits in terms of self-reflection and review given the first-hand understanding and knowledge of project issues by the persons doing the evaluation.

Recommendation: sufficient time should be allocated for the planning and carrying out of the independent evaluation given the need to review several components in two countries.

3.7 Impact orientation and sustainability of the project

The project has so far made important breakthroughs under its key objectives.

Key finding: The research and consultations in the early stage of the project, and the foundation training for constituents on Green Jobs have been instrumental to introducing new concept and issues to constituents and establish a base of understanding and commitment and a first layer of capacity in this new field.

Key finding: the follow-up tailored support to constituents and knowledge sharing events specifically targeting an audience of constituents representatives, play a very important factor in ensuring such gains are sustained over the long run, by strengthening and consolidating such capacity in a step-by-step process by providing additional focused support to address specific needs and interests, as well as to keep the momentum.

This is exemplified by, among others, the newly developed Green Information Service by Employers' Confederations, which will be maintained beyond the project.

In terms of enterprise activities, the project has developed a set of tools that is effective in triggering positive change in enterprises and is documenting and consolidating concrete results. It has also built a team of locally-based trainers and facilitators and national coordinating institutions that demonstrate considerable commitment to its approach and believe in its effectiveness and have made substantial achievement in terms of ability to deliver such programs, both being crucial elements for sustainability.

Key finding: At the enterprise level, the focus on systems and tools (as opposed to awareness raising and imparted knowledge) in the training course and its emphasis on mechanisms for workplace cooperation, mean that the benefits of the program appear likely to be maintained over time, as worker-management teams identify new areas for improvement and joint actions.

While the project has successfully addressed some key factor in terms of sustainability and long-term impact so far, it should also be noted that the knowledge sharing and dissemination, which are the focus of activities in the coming final period of the project are also essential. They will allow the broadening of range of institutions that are sensitised on the approach and its key values and, given the likely ability of the project to demonstrate concrete results, could open the door for opportunities of replication/and utilisation of the tools by other national and sectoral bodies in their activities and programs.

Key finding: In view of all these considerations the project appears looks likely to achieve its objective of contributing to capacity building of constituents and national institutions to address climate challenges at the workplace and is taking important steps towards the sustainability of its achievement.

Recommendation: Due to the novelty of the field and its technical nature, it would be advisable to devote a second phase to handholding national partners in further roll-out of the program (with a plan of progressive lower level of engagement by the project itself) so that it is a gradual phase out of direct support while ensuring they have consolidated their ability to deliver it independently.

In terms of financial sustainability as well as reaching out to greater number of enterprises, prospects for cost sharing with the partner institutions, as well as seeking of contributions from participating enterprises should be explored under a potential second phase of the project.

Recommendation: The process of constituents' capacity building would also be enhanced by further tailored supports responding to their emerging needs and priorities in the field of green jobs/greener business in such a way as to build on what has been achieved in the first phase, thus leveraging results under the current work.

4. Conclusions

The Greener Business Asia project has made significant achievements developing a model of enterprise and workplace greening based on worker-employer cooperation and linked to the promotion of better labour practices.

In its countries of operation, it has helped ILO constituents' representatives gain an understanding of key concepts related to green jobs, the links between employment and environmental challenges and the promotion of sustainable enterprises, issues that were comparatively new to them and therefore required some foundational types of training. Building off this basis of understanding the project is also set to assist constituents, and particularly employers' organizations to become key agents in increasing awareness on good practices in the field of sustainable production and workplace improvement and disseminate the achievements and guiding principles of the model of enterprise greening that was developed and pilot tested in the hotel sector and automotive sector.

The enterprise program that was developed and pilot tested by GBA has produced so far very positive results. Relying on an effective package of training and knowledge resources local technical partners that have become well versed in the program and its key values and methodology, it has proven that worker-manager cooperation triggers a process of positive change in the workplace with concrete gains for enterprises, employers and workers.

Given the positive outlook of the project it would be highly advisable to leverage its results and achievements to broaden its impact and long term sustainability both by deepening existing engagements with constituents and partner institutions as well as broadening partnerships to disseminate and institutionalise further the approach and its guiding principles as a model of industry greening that would extend its reach through constituents' networks and new partnership opportunities.

Appendix I

Terms of Reference

Mid-Term Self-Evaluation

Greener Business Asia Project

Project Title	Greener Business Asia
Donor agency	Government of Japan
Period	2009-2012
Budget	US \$ 1,258,693
Date of mid-term Evaluation	29 November 2011 to 22 December 2011

1. Background/Rationale

Evaluations have a key role to play in the management of project: they provide key inputs for program improvement, either for an on-going project, in the case of mid-term evaluations, or for future similar initiatives, in the case of final evaluations.

In the case of mid-term evaluations, the option of carrying out the evaluation internally - i.e. having the evaluation performed 'by those entrusted with the design and delivery of a development intervention' (OECD/DAC Glossary of key Terms in Evaluation and Results based Management) can be a desirable option for a number of reasons: first, self-evaluations are less resource intensive (since there is no external collaborator involved); second, they can be carried out quickly, since they are performed by staff who are already familiar with the intervention and its context; and finally they are particularly rich sources of inputs for project improvement, since those involved in project management are in a very good position to identify and use good practices and lesson learnt (ILO Evaluation Guidance – Self-Evaluation for Projects).

In view of these considerations, which are made particularly relevant by the fact that the Greener Business Asia (GBA) project is in the middle of the implementation of core activities and will end in one year, and following consultation with the backstopping officer, the ILO-Japan program management, and the Evaluation officer at ROAP, it was decided that the project would opt for a self-evaluation. An external final evaluation is to be carried out at the end of the project.

2. Project brief

With support from the government of Japan, the ILO initiated the Greener Business Asia Project with the aim of promoting capacity building and bipartite cooperation to support greener workplaces and sustainable enterprises.

The project supports an integrated approach that helps companies to improve their triple-bottom line performance: it links environmentally-friendly practices to improvements in productivity and overall competitiveness, while advancing the decent work agenda at the workplace.

The project is implemented in Thailand and the Philippines, and the sectors of focus are tourism and the automotive industry respectively.

By working in the automotive industry and tourism sector, the project seeks to demonstrate a bipartite model of cooperation and produce a core set of materials that can be easily adapted and used to improve the triple bottom line of industries that are the backbone of many Asian economies - manufacturing and services.

The project's objective is to build capacity in relevant national institutions to respond to challenges of climate change related mitigation measures in specific sectors, and it proposes to achieve it delivering the following outcomes:

- Increased understanding of tripartite bodies of the challenges and opportunities associated with developing responses at the workplace to environmental pressures
- Enhanced capacity of national employers' organisations and other relevant institutions to support bilateral cooperation in responding to environmental pressures at the workplace
- Increase knowledge and awareness of at the national level of good models of practice of bipartite cooperation in responding to environmental pressures at the workplace

3. Purpose/Objectives of the Mid-Term Evaluation

The GBA project mid-term evaluation seeks to accomplish the following objectives

- To determine the progress of the project against the approved logframe and workplan
- To identify gaps and limitations in project implementation and offer recommendations for project improvement to support the achievement of objectives
- To identify good practices and lessons learnt to be taken advantage of under the current project as well as future similar initiatives.

4. Scope, Coverage and Clients

The mid-term evaluation will examine the period of project implementation since project inception until December 2011. It will cover both project countries – Thailand and the Philippines. The key project components that will be addressed are knowledge development and capacity building.

The clients and users of the mid-term evaluation will include ILO project management based in Bangkok and in the Manila, management of the ILO-Japan program, and the ILO regional and country offices, the donor agency, the members of the Project Advisory Committees.

5. Criteria/key evaluation questions/analytical framework

The mid-term evaluation will examine project implementation against the following criteria and addressing the following questions.

Relevance and strategic fit of the project

- To what extent do the project objectives/ outcomes correspond to beneficiary needs, country needs, and global priorities?
- How well does it complement other ILO/other agencies' initiatives in the countries/region?

Validity of project design

- To what extent are the project objectives/outcomes realistic?
- To what extent can the planned activities and outputs logically and realistically be expected to lead to the achievement of objectives and outcomes? Is the intervention logic coherent?
- Are gender concerns integrated in the project design and does the project document provide guidance on how to address gender issues and the needs of women and men in project implementation?

Project progress and effectiveness

- To what extent is the project on track for achieving its immediate objectives?
- In which areas (under which outputs/components) does the project have the greatest achievements? What have been the main factors and how can they be leveraged?
- In which areas does the project have the least achievements? What have been the main constraints?
- Are intervention strategies gender-sensitive?
- How and to what extent have stakeholders (particularly the ILO constituents) been involved in project implementation?

Efficiency of resource use

- What are the timelines of delivery of the allocated resources?
- Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes?
- Have resources been used efficiently? Have activities supporting the strategy been cost-effective?

Effectiveness of management arrangements

- Are management, monitoring and governance arrangements for the project adequate?

- Is the technical, programmatic, administrative and financial backstopping from project management adequate?
- Has the project made strategic use of other ILO projects, products and initiatives to increase its effectiveness and impact?

Impact orientation and sustainability of the project

- How likely are project achievements going to be sustainable
- How likely is it that the project will have effectively contributed to building capacity in relevant national institutions to respond to challenges of climate change related mitigation measures in specific sectors
- To what extent are sustainability considerations taken into account in the design and implementation of project activities?
- To what extent will national partners have strengthened their capacity to ensure sustainability of achievement beyond the project duration?

6. Outputs

Mid-term evaluation report with the following sections:

- Cover page with key project data
- Executive/Evaluation summary
- Introduction and project background
- Purpose scope and clients of mid-term evaluation
- Methodology
- Review of project progress
- Presentation of findings
- Conclusions
- Set of operational recommendations
- Lessons learnt

7. Methodology

The mid-term evaluation will be carried out through the review and analysis of primary and secondary data.

This will be based on the review of project documents, including progress reports, training reports, minutes, reports from partners, relevant correspondence and others as deemed appropriate.

It will also incorporate inputs from meetings and discussions with ILO staff, and key stakeholders, including constituents and technical partners.

8. Management arrangements

The mid-term evaluation will be carried out by the Project Coordinator in collaboration with the national Project Officer for the Philippines, and with inputs from the technical backstopping officer (specialist on Decent Work and the Environment).

List of consulted documents

Consulted documents included:

- Minutes and notes from official meetings (validation meetings, Project Advisory Committee meeting, and other consultations with stakeholders)
- Project document
- Sector assessment reports
- Progress reports to the donor
- Project Advisory Committee ToR
- Training Needs Assessment findings
- Terms of Reference for subcontracts and consultants
- Training reports for the Green jobs, Greener Business trainings
- Training report for the hotel training (draft)
- Mission reports and notes
- E-mail correspondence among project staff and with partner organizations
- Training materials for the tripartite training and the enterprise training
- Reports and technical documents from the follow-up support to enterprises
- Communication materials (brochure and inser, and websites)

Appendix 3

Additional information – enterprise training program

Target

- Main focus: medium size enterprises (with some flexibility due to the pilot nature of the exercise which allows the testing of the materials with different types of companies)
- Target participants to the training: workers and managers jointly attending the training as teams

Methodology

- Methodology: highly participatory and interactive with exercises throughout the sessions, and opportunities for team building

Principles

- Worker-manager cooperation treated as a means to achieve improvement in different areas (for example environmental performance), as well as an end in itself
- Values and mechanism related to workplace cooperation are the subject of specific sessions as well as being mainstreamed /highlighted in the other sessions
- Integrated approach to improvement: environmental issues are part of an overall logic of enterprise improvement which also addresses areas like occupational health and safety, workplace relations, Human Resources and service/product quality.

Content and design

- Key tools and techniques for joint problem explained and utilised throughout the training to help enterprise teams address improvement in a systematic manner and as a team
- A structure comprising a 3 Day Core Training Modules (mandatory for all participating enterprises) and elective thematic training sessions
- Incremental design; starting with lower to higher level of technical and technology-related content and capital intensity
- Use of business cases illustrating economic benefits wherever applicable (including coaching on calculation on payback period of green technology investments)
- Development of Action Plans (Green Improvement Plans) by enterprise team in the course of the training – Action Plans are to guide improvement actions in the period after the training
- Provision of in-house follow-up advisory support to assist enterprise teams in improvement actions