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2. List of abbreviations

ACFTU	All China Federation of Trade Unions
BDG	Bangladesh
CASS	Chinese Academy of Social Sciences
CEC	China Enterprise Confederation
CCPF	Climate Change Partnership Framework
CHN	China
COD	chemical oxygen demand
DWCP	Decent Work Country Program
EVAL	ILO Evaluation Unit
GDP	Gross Domestic Product
GJ	Green jobs
GBO	Green Jobs Options
GYB	Generating Your Business Ideas
HQ	Headquarters
ILO	International Labor Organization
IND	India
INST	International Institute for Labor Studies
IOE	International Organization of Employers
ITUC	International Trade Union Confederation
MEP	Ministry of Environment Protection
MOHRSS	Ministry of Human Resources and Social Security
NDRC	National Development and Reform Commission
PARDEV	The Partnerships and Development Cooperation Department
RBSA	Regular Budget Supplementary Account
ROAP	Regional Office for Asia and Pacific
RO-BANGKOK	Regional office for Asia and the Pacific
SCORE	Sustaining Competitive and Responsible Enterprises Program

SIYB	Start and Improve Your Business
TOR	Terms of Reference
UNEP	United Nations Environment Program
UNDAF	United Nations Development Assistance Framework

3. Abstract

The ILO Beijing started the implementation of GJ-RBSA Project in end of 2008. The official counterpart of the project is Department of International Cooperation, MOHRSS with CEC and ACFTU involved at different stages of the project. The implementation of GJ-RBSA in China followed a three-pronged approach:

- 1) Building knowledge base on green jobs
- 2) Networking among policy researchers and sharing of experiences to inform policy-making on the issue
- 3) Promoting green business start-up through development of green business options (GBO).

3.1 Progress made in regard to facilitating policy development included

- 1) Increased awareness and consensus building on the notion of green jobs among researchers, policy makers and ILO tripartite partners.
- 2) Increased knowledge base on green jobs
- 3) Linking environment, employment and social issues into policy-making with MOHRSS
- 4) Improved policy networking and dialogue across the sectors

3.2 Conclusions

The interventions of GJ-RBSA came into China at the right time when the country made serious commitment to transforming from a GDP driven development model and to the one that strives balance in economic, social and ecological development outcomes. In conclusion, the strengths and areas for improvement of the project can be summarized as follows:

Strengths:

- The empirical studies on various subjects related to green jobs filled in the vacuum in China in this regard.
- Working with the right research teams and identified right research topics was another strength.
- Targeting MOHRSS as main agency for policy making and keeping CEC and ACFTU informed and involved in the due course proved to be effective and necessary.

- It is plausible for the project to invite policy makers from key agencies beyond its traditional tripartite structure at policy consultation meetings and experience sharing meetings.
- At the ILO Beijing level, the activities of GJ-RBSA Project are managed as part of its larger green jobs initiative.

Areas for Improvement and Lessons Learnt:

Project Management:

- The documentation and filing of the project documents could be improved.
- Although the ILO Beijing Office established a green jobs team to handle green jobs related work, the GJ-RBSA project was considered extra responsibility outside their regular workload.
- Although it is a regional project, so far the activities in China were taking place independently from the other two countries.

Project Activities:

- The financing mechanism of the green job promotion could have been included in the research topics funded by the GJ-RBSA project.
- Stronger link between green jobs and decent work should have been built.
- Gender dimension was not taken into consideration in the project design, planning, implementation and resource allocation.
- The project should have involved the technical departments of MOHRSS into the research projects and other activities.
- There seemed to be a lack of a clear and well defined communication strategy on distribution of the research reports for the purpose of on-going awareness raising and policy dialogue and policy development on green jobs among critical stakeholders in China.

3.3 Recommendations

Having considered the achievements, strengths and the areas for improvements of the project, following recommendations are put forward:

To ILO Beijing and Regional Office:

- Regular project management procedures should be applied to the management of RBSA projects.
- More exchanges and sharing of experiences and lessons among the project participants from the three countries in the region should be facilitated.
- Gender dimension should be incorporated into green jobs strategies in the future.

- Stronger link between green jobs promotion and decent work agenda should be built into future policy research and facilitation efforts.
- Continue to provide technical support to policy departments with MOHRSS such as Department of Employment Promotion and other related departments in future work on green jobs policy initiative in China by providing access to international good practice in green jobs policy formulation and others related field.
- Repackage the information of key findings of the research reports on green jobs and make it more reader-friendly for policy makers and government officials, the media and general public and make a communication plan to target key stakeholders concerning green jobs in China.
- Continue to work with the tripartite partners. While targeting MOHRSS for policy change, it is important to keep the CEC and ACFTU on board in policy research and consultation on green jobs agenda in China.

To MOHRSS:

- Encourage the technical departments such as Department of Employment Promotion and other concerned department to participate in activities in green jobs project.
- Distribute the research reports funded by the project more widely in the MOHRSS system to continue the efforts in awareness raising and consensus building on green jobs issue.
- Deepen the research on green employment and skill management for green jobs that were initiated under the project and form more indepth insights on industry and enterprise specific implications and appropriate policy responses.
- Where possible, establish or strengthen the communication channel with the State Council Leading Group on Climate Change and bring in a perspective on employment and labor relations into the consideration of policy making concerning climate change and environmental protection in China.

To CEC and ACFTU:

- Gain a deeper understanding of employment challenges and opportunities that employers and workers face due to industrial restructuring to achieve green economy as well as understanding of the needs in terms of social support, job placement and skills training. Articulate their constituents' needs at policy consultations on green jobs initiated by ILO and MOHRSS.

3.4 Possible Future Directions

Based on consultation with stakeholders in China from interviews and consultation meeting in Beijing on September 3, 2010, the consultant would like to suggest the following as the direction for future GJ-RBSA interventions:

At the regional level:

- Facilitate cross learning and information and best practice sharing at regional level related to green jobs promotion and policy development facilitation.

At country level - China:

- ILO together with its tripartite partners as well as other stakeholders develop a China country strategy for green job promotion in a five-year plan.
- ILO together with MOHRSS and like-minded UN and bi-lateral agencies to facilitate a more formal policy platform to promote better coordination and coherence on policy frameworks related to green jobs.
- Support pilot projects to demonstrate an integrated approach with green jobs promotion at the local level.
- Continue to support the empirical study on green jobs for policy coherence purposes in China with attention given to financing mechanism for green jobs creation and gain deeper understanding challenges and opportunities on green jobs by industry and at enterprises level as well as on various aspects of employment and social support needs for those who are affected. Gender implications of green jobs should also be explored by any future research projects.
- Continue to facilitate networking and policy consultation among policy makers and policy researchers with active participation by the tripartite partners.
- To support a massive training program on green jobs with officials of all levels within MOHRSS as well as CEC and ACFTU as well as policy makers in other key government ministries such as NDRC, MIP and others.
- To support development of policy tool kit or resources book to facilitate implementation of green jobs policy. Their end users would include CEC, ACFTU, local labor department officials in charge of job creation, skills training, job replacement and venture creation. Financial institutions to support green entrepreneurship should also be targeted.

4. The Report

4.1 Brief Background of the Interventions and its Logic

In 2007, the ILO's Director General presented a report on "Decent Work for Sustainable Development" to the International Labor Conference, which highlighted ILO's position and responses to climate change. The ILO together with UNEP, the ITUC and IOE launched a "Green Job Initiative" to explore thrusts in environmentally sustainable jobs and development in a climate-challenged world. As part of this initiative, the ILO is seeking to promote policies and measures to achieve green jobs and green workplaces while at the same time increasing awareness and dialogue on this issue.

The ILO Green Jobs RBSA project stems from the "Green Jobs Initiative" and builds on the conclusions drawn and actions recommended during the regional green jobs conference held by ILO Regional office for Asia and the Pacific (RO-BANGKOK) in cooperation with INTEGRATION and with the INST in Niigata, Japan, held in April 2008. It was designed to empower men and women at local level through creating green jobs initiatives which were aimed to contribute to reduce poverty and environmental impact while ensuring decent work and enhancement of livelihoods for the poor. The key objective of the GJ-RBSA initiative is to facilitate the development of a policy instrument that would put national policy and consensus on green jobs into practice. The initiative links to existing ILO activities as well as UNDAF and national development priorities in each country.

Green Jobs RBSA interventions contribute to the achievement of regional outcomes RAS101 – (Increased Member States' capacity to promote coherent policies on sustainable productivity growth, employment and competitiveness) as well as country DWCP outcomes, i.e. BDG101 (improved skills training and entrepreneurship for enhanced employability and livelihoods) CHN101 (Implementation of national employment policies strengthened through improving knowledge and services for employability, employment and enterprise development); IND101 (Decent and Productive employment integrated into socio-economic policies through policy/action research) and IND 102 (Integrated sectoral and area-based approaches for sustainable livelihoods, emphasising informal economy workers).

4.2 Purpose, scope and clients of the review

4.2.1 PURPOSE

The review will assess whether the GJ-RBSA has made progress in facilitating the development of a policy instrument that would put national policy and consensus on green jobs into practice in the selected countries. The review will also assess the extent to which the GJ-RBSA has contributed to laying the basis for an expansion of green jobs programme in the Region.

The review should also document the initial situations at the start of the GJ-Initiatives and document the achievement made (as indicated by the indicators of achievement – annex 1 of the TOR) and its contribution to related DWCP outcomes. The review will draw specific recommendations for future direction of Green jobs interventions in the region and in specific countries. Lessons learnt in regard to design and implementation will be documented.

4.2.2 SCOPE

The review will conceptually cover the Green Jobs RBSA interventions at Regional, and country level and their interaction. The review will take into consideration the indicators of achievement or milestones identified to measure the Green Jobs RBSA contributions (see annex 1). It will take into account relevant interventions in the selected countries. The review will cover the whole period of the GJ-RBSA funded component and will take into consideration the ILO DWCP outcomes at regional and country level (see Annex 1).

4.2.3 CLIENTS

The principal clients for this review are RO-BANGKOK, relevant Country Offices, ILO technical units, PROGRAM, EVAL, PARDEV.

4.3 Methodology

In the TOR, the methodology is described as below:

Phase 1: Gathering internal inputs from ILO staff through small initial questionnaires by evaluation manager, and draw up the review TOR;

Phase 2: Engage local external consultant (s) to prepare a background country report:

- Consultant(s) undertakes a review of relevant documentations and undertake interviews/focus group discussion with tripartite constituents and other stakeholders in each country including - the TOR is attached in the Annex 2

Phase 3: A lessons learnt workshop

In the field review of the China country component, the consultant applied the methodologies of indepth interview with stakeholder representatives, document review and a half-day stakeholder consultation workshop in Beijing. Interviewee list, workshop participant list, workshop agenda as well as a list of documents reviewed are found in the appendix.

4.4 Review of Project Implementation in China

The ILO Beijing started the implementation of GJ-RBSA Project in end of 2008. The official counterpart of the project is Department of International Cooperation, MOHRSS with CEC and ACFTU involved at different stages of the project. The implementation of GJ-RBSA in China followed a three-pronged approach:

- 1) Building knowledge base on green jobs
- 2) Networking among policy researchers and sharing of experiences to inform policy-making on the issue
- 3) Promoting green business start-up through development of green business options (GBO).

By June 2010, the GJ-RBSA has achieved the following outputs:

4.4.1 POLICY RESEARCH

- *“Study on Low Carbon Development and Green Employment in China”* by Institute for Urban and Environment Studies, Chinese Academy of Social Sciences;
- *“Study on Green Employment in China”* by Institute for Labor Studies, MOHRSS;
- *“A Value Chain Analysis of the Solar Water Heater Industry – Case Study in the City of Dezhou, China”* by Institute for Labour Studies, MOHRSS;
- *“Skills for Green Jobs in China”*, by China Academy of Labour and Social Security, MOHRSS;
- *“Study on Energy Efficiency in Existing Buildings – Scoping Study to Review Current Status and Feasibility of Job-rich Energy Efficiency Measures in Existing Buildings”* by Institute for Urban and Environment Studies, Chinese Academy of Social Sciences;

4.4.2 NETWORKING AND CONSULTATION

- “Green Jobs Briefing and Consultation Meeting” in Beijing, January 2009 with participation from MOHRSS, NDRC, MEP, CEC, ACFTU, academia and civil society organizations for the first time to discuss green jobs in China;
- “China International Green Jobs Experience Sharing Meeting” in Beijing, March 2009, which attracted participation of six international experts, six ILO specialists and over 20 Chinese specialists and corporate representatives;
- Green Jobs Policy Consultation Meeting in March 2010 at which different technical departments of MOHRSS participated together with ILO specialists, representatives from related ministries and agencies, academia and others.

4.4.3 PROMOTION OF GREEN BUSINESS START-UP

- Green Business Options (BGO) training module was developed to supplement the existing SIYB training course. GBO module supports entrepreneurs in formulating a green business plan, assessing its feasibility and putting in operations.

To gain synergy, in the ILO Beijing Office, GJ-RBSA was implemented in collaboration with other initiatives such as Sustaining Competitive and Responsible Enterprises Program (SCORE), Generating Your Business Ideas (GYB) as well as Joint UN Climate Change Partnership Framework (CCPF) that ILO is part of. At the country level, in reality, these activities were executed as a one “green jobs initiative”.

To support the work, a Green Jobs multi-tasking team was set up which mainly comprises an international enterprise specialist, a national program officer, a national project manager and a project assistant. In times of need other colleagues in the ILO Beijing Office also render support. Technical backstopping is provided by ROAP and ENT/EMP in HQ and INTEGRATION.

4.4.4 OUTPUTS ACHIEVED BEYOND JUNE 2010

Although the regional GJ-RBSA project came to an end in June 2010, activities on green jobs continued in the ILO Beijing funded by other financial sources. The most noticeable ones include the most recent Forum on Green Jobs for a Better Life at Shanghai Expo on August 25 and 26, 2010 as well as the agreement reached with MOHRSS to pilot GBO training in four cities in Chongqing and Jiangsu Province.

4.5 Presentation of findings

4.5.1 THE STARTING SITUATION BEFORE GJ INITIATIVE

All respondents in the interviews indicated that before participating in the project, green jobs was a totally new concept to them. The term was unheard of not only by government officials but also by policy researchers and academia, the media and the public in China. Despite growing attention to environmental degradation and climate change by the Chinese government, very little consideration was given to implications on jobs and employment conditions the new environmental protection policies and measures would have in the country. As stated by one stakeholder representative during the interview, “before this project, policy makers in the environmental sector would only think in terms of environmental impact. They usually set up industrial adjustment goals for energy efficiency and carbon emission reduction without giving consideration on their impacts to the employment status of the workers. Policy makers in the employment and labor department did not understand how their work would be linked with ‘climate change’”. As a result, there was little or no communication, consultation and coordination in policy measures between the overall environmental objectives and employment strategies.

For example, China’s Eleventh Five-Year Plan (2006 – 2010) set out ambitious yet specific targets on resource management, the environment and ecology such as reduction of energy consumption per unit of GPD by 20% compared to 2005 levels by 2010, a 30% drop in water consumption per unit of industrial added value, an increase to 60% of the rate of comprehensive utilization of industrial

solid waste, the amount of cultivated land to be maintained at 120 million hectares, emissions of sulfur dioxide and COD drop 10% based on 2005 levels, the rate of harmless disposal of city daily wastes to drop no less than 60% by 2010, the proportion of renewable energy in the overall energy supply structure to reach 10%, forest coverage reaches 20%, carbon sink capacity increases by 50 million tons of CO₂ on the basis of 2005 levels. To achieve these goals, corresponding fiscal, tax and financial policies and measures were developed to support affected industries and enterprises to adjust. However a responding employment policy was missing.

As a major effort to reduce negative environmental impact, the Chinese government initiated a policy on eliminating backward production capacity, resulting in closure of a large number of enterprises, many of which were small and medium sized enterprises which are believed to be the engine of employment. This policy was made in the absence of an employment impact assessment. Therefore its implications on jobs and workplace conditions were not known or questioned, such as how many jobs would be affected and how many job replacements needed to be arranged and how many workers would need job training and skill upgrading for job replacements and what would be the social security and social safety net needs of the workers affected.

The above examples indicate that before the green jobs initiative when major environmental policies were formulated and corresponding decisions on industrial structure adjustments were made, there was not enough consideration given to employment impact to the workforce. Inter-sectoral coordination and consultation was limited and employment and social security implication was not part of policy consideration relating to major environmental or carbon reduction strives.

In 2007, the State Council Leading Group on Climate Change and Energy Conservation was established under the direct leadership of Premier Wen Jiabao. Inside China, the group was also known as State Council Leading Group on Energy Conservation and Carbon Reduction. The Leading group's main tasks include development of national strategies, policies and guidelines to respond to climate change, coordinating the work in international cooperation and negotiation, guiding implementation of the State Council energy saving and emission reduction policies and solving major problems in this regard. A total of 24 line ministries and commissions including National Development and Reform Commission, Ministry of Environmental Protection, Ministry of Foreign Affairs, Ministry of Finance and State Taxation Administration as well as major industrial and agricultural and forestry ministries are on board of the leading group. However MOHRSS was not represented. This structure had put MOHRSS in the receptive and reactive mode in terms of national strategy and policy formation concerning environmental protection and climate change mitigation.

Before the Green Jobs Initiative, empirical studies on impact on employment and working conditions caused by industrial restructuring in support of a green economy and low carbon development did not exist in China. As a result, challenges and opportunities towards jobs and quality of jobs imposed by the transition to a green economy were not understood, gaps and needs for green jobs promotion, skills preparation and training were not analyzed or grasped. Not surprisingly, the research teams undertaking the green jobs research projects all reported that when they started the work, they had little or no Chinese references

on green jobs to draw on. Data on the subject were extremely scarce or non-existent.

4.5.2 PROGRESS MADE IN REGARD TO FACILITATING POLICY DEVELOPMENT:

The GJ-RBSA outputs achieved as described in Section 4.4 above contributed to the following achievements with regard to green jobs promotion in China:

1) Increased awareness and consensus building on the notion of green jobs among researchers, policy makers and ILO tripartite partners.

Almost all project partners acknowledged during the review interview and the consultation meeting that the concept of green jobs was first introduced into China by the ILO in the Green Jobs Initiative and the GJ-RBSA intervention in particular. Their participation in the research projects and in the green jobs briefing and policy consultation meetings organized by the ILO Beijing provided initial and substantive exposure to the concept and related policy framework and instruments behind it. Some researchers indicated that their research activities also created opportunities for awareness-raising on green jobs with their counterparts in other agencies as their research work included interviews, meetings and consultations with policy makers in other key concerned government departments. The questionnaire surveys and interviews taking place at enterprises level also served as media for spreading the concept of green jobs at enterprise level. More often than not, at the beginning of an interview or a consultation meeting, a common question from the audience was “what is green jobs?” Then they would explain the meaning and connotation of the concept before the discussion proceeded. To the researchers, they believed it was an excellent opportunity to raise awareness on green jobs among their counterparts.

The distribution of the research reports to policy makers in the Tripartite constituency agencies as well as line ministries served another opportunity for awareness raising on green jobs.

The awareness raising effect on green jobs culminated at the following two events in China.

In August 2010, the MOHRSS organized an internal conference in Shanghai on Green Jobs which attracted officials from seven MOHRSS provincial branches. The Shanghai Municipal Department of Human Resources and Social Security hosted the conference on MOHRSS’ behalf. Vice Minister Zhang Xiaojian made an important speech calling for more attention to be paid to the issue. It was the first conference on green jobs ever convened by a Chinese agency, which marked another excellent opportunity to spread the concept of green jobs to the participants from provincial and municipality levels in the MOHRSS system.

Also in Shanghai, the successful forum at Shanghai Expo on “Green Jobs for a Better Life”, 25-26 August 2010 was another milestone for promotion of green jobs notion as the event attracted nearly 100 participants from tripartite constituencies from central level as well as provincial levels and representatives from other governmental and non-governmental organizations, and academia and enterprises.

2) Increased knowledge base on green jobs

There is no doubt that the research projects supported by GJ-RBSA initiative have substantially increased the knowledge base on green jobs in China. The research topics were well chosen and right research teams were identified. The outcomes of the research projects presented a comprehensive picture of green jobs scenario for China. All the research team members interviewed described their work as “ground breaking” when commenting on the significance of the work. They stated that their work was first of its kind in their respective field and due to this a good foundation for future work was laid. It was an eye-opening experience for almost all researchers involved in the project because it was the first time for them to view environmental issues from the employment perspective. For those who had concentrated their studies on employment and job issues, it was their first time to link it to environmental efforts. This point of view was echoed at the consultation meeting in Beijing.

An Assessment of Specific Research Project:

Below outlines a brief assessment of the research project against indicators of a) contribution to green jobs knowledge base; b) facilitation to development of policy instrument; c) to what extent it relates to DWCP promotion; d) to what extent gender dimension is taken into consideration.

“Study on Low Carbon Development and Green Employment in China” by Institute for Urban and Environment Studies, Chinese Academy of Social Sciences;

a) contribution to green jobs knowledge base;

The study compared the carbon productivity (carbon emissions per unit of value-added) and carbon employment rate (corresponding employment per unit of carbon emitted) in eight major industries of forestry (as divided into forestation and reforestation, sustainable forestry management and forestry tourism), power (as divided into thermal power, wind power and solar power) and steel. The results show that in general, low carbon development has a positive effect on employment in major industries, with primary industry having predominant advantages in terms of carbon employment rate, and tertiary industry in terms of high carbon employment rate and carbon productivity. China's economic structure can be adjusted for lower carbon intensity by encouraging the development of primary and tertiary industries with highly efficient carbon productivity, such as forestry and subsidiary industries. Secondary industry needs to improve in the areas of technology and management efficiency to achieve energy saving and emission reduction targets.

b) facilitation to development of policy instrument;

Policy recommendations are focused on impacts of low carbon development on employment and measures for employment promotion across the industries affected.

c) to what extent it relates to DWCP promotion

Potential impact on decent work was analyzed only in one industry out of the eight industries analyzed. The effort is limited.

d) to what extent gender dimension is taken into consideration.

Gender dimension was not taken into consideration.

“Study on Green Employment in China” by Institute for Labor Studies, MOHRSS;

a) contribution to green jobs knowledge base;

This comprehensive study presents both current situation and future prospects in green employment in China plus an overview of legal, regulatory and policy environment that would affect green jobs. The research also presented data and findings generated from a survey in eight companies in the power industry that are being transformed into green industry along with analysis on impacts such transformation has made to jobs, workforce and conditions of work. Policy recommendations for China's transition toward green employment were offered.

b) facilitation to development of policy instrument;

The study facilitates the development of a comprehensive promotion policy on green jobs in China.

c) to what extent it relates to DWCP promotion

The study made a strong and positive linkage between green jobs transition and decent work promotion in China.

d) to what extent gender dimension is taken into consideration.

Gender dimension was not taken into consideration.

“A Value Chain Analysis of the Solar Water Heater Industry – Case Study in the City of Dezhou, China” by Institute for Labour Studies, MOHRSS;

a) contribution to green jobs knowledge base;

The research developed a case study using value chain analysis on the solar water heater industry with the aim to identify intervention points for supporting the development of the industry and creating green job opportunities in it.

Detailed description and analysis were made on the five components of the industry's value chain, i.e. the supply of raw materials, production/manufacturing, production/manufacturing of accessories, sales (installation and maintenance services) and end users. An analysis of opportunities and challenges was made across the impact of industry development on improving the environment, policy environment, employment conditions, worker skills and vocational training and future prospects. Based on the analysis, policy recommendations were made.

b) facilitation to development of policy instrument;

The study provided specific information and data in the value chain analysis to facilitate future policy development in promotion of green jobs in the specific industry.

c) to what extent it relates to DWCP promotion

Working conditions in the value chain were described in part without a deliberate link built with impacts on decent work agenda.

d) to what extent gender dimension is taken into consideration.

Gender dimension was not taken into consideration.

“Skills for Green Jobs in China”, by China Academy of Labour and Social Security, MOHRSS;

a) contribution to green jobs knowledge base;

The research focused on analyzing skills impacts of the transition to a green economy and challenges China faces in the current job skill structure, vocational education and training system, professional qualification, categorization and certification mechanisms. The study offered indepth analysis on the current skills strategy, the need for transitioning to green jobs, the skills expectations required by the green economy and the training needs. Based on the analysis, a response strategy was recommended.

b) facilitation to development of policy instrument;

The comprehensive analysis laid a good foundation for policy response in managing the skills impact of the green transition.

c) to what extent it relates to DWCP promotion

The study assumed a positive relation between green skill upgrading and job creation with decent work. But more empirical studies in the future will be necessary to confirm the relation.

d) to what extent gender dimension is taken into consideration.

Gender dimension was not taken into consideration

3) Linking environment, employment and social issues into policy-making with MOHRSS

The empirical studies on green jobs supported by this project played a critical role in demonstrating impacts of national goals on environment protection and greenhouse gas emission reduction on employment for the first time in China. Information and data generated based on sector specific analysis on job loss and job creation, skill profile analysis, needs for training, implication of green job transformation on working conditions brought to light the need to address these issues in a more comprehensive and integrated approach. Inspired by the findings of the research projects and the empirical evidences, policy-makers in MOHRSS are reviewing their current measures and practice in the active employment policies and decent work program and will align them with the green jobs initiatives based on Chinese conditions.

Mr. Zhang Xiaojian, Vice Minister of MOHRSS laid the following expectations for further endeavors on green jobs, which to some extent, reflected MOHRSS' position on the issue¹:

¹ Mr. Zhang Xiaojian, Opening Speech of Forum on Green Jobs for a Better Life, 25-26 August 2010, UN Pavilion, Shanghai Expo Park, Shanghai, China

First, actively spread the idea of green jobs so that the development of green economy and green jobs can be mutually facilitating with each other.

Second, strengthen the coordination between employment policies, environmental policies and industrial policies so that new employment growth point will be formed continuously in the process of economic transformation especially the development of green economy.

Third, strengthen the development of human resources as well as the cultivation of talents of green technology and actively carry out green skills training, job transfer training and self-employment training.

Fourth, promote the tripartite coordination and mobilize the initiative of government, enterprise and workers in promoting the development of green jobs.

Fifth, enhance cooperation and exchanges, especially cooperation in financing, projects and technologies and with an emphasis to support for developing countries.

4) Improved policy networking and dialogue across the sectors

During the GJ-RBSA project life, the ILO Beijing Office organized meetings that brought together policy makers and researchers from different agencies and departments to hold policy discussions and sharing of experiences on green jobs. The three main meetings are:

- “Green Jobs Briefing and Consultation Meeting” in Beijing, January 2009 with participation from MOHRSS, NDRC, MEP, CEC, ACFTU, academia and civil society organizations for the first time to discuss green jobs in China;
- “China International Green Jobs Experience Sharing Meeting” in Beijing, March 2009, which attracted participation of six international experts, six ILO specialists and over 20 Chinese specialists and corporate representatives;
- Green Jobs Policy Consultation Meeting in March 2010 at which different technical departments of MOHRSS participated together with ILO specialists, representatives from related ministries and agencies, academia and others.

Interviews with the project stakeholders and opinions expressed at the consultation meeting revealed that:

- The meetings brought together policy researchers and policy makers from different concerned agencies and they brought to the discussion on green jobs multiple perspectives;

- Exchange of information and sharing of knowledge and experiences at these meetings are deemed very valuable and effective;
- The ILO experts brought in latest concept and policy tools on green jobs which was said to be very useful and inspiring to the Chinese participants;
- The research teams appreciated the opportunity of sharing and professional feedback received from other teams about their research designs and findings at such meetings.
- Exchanges with international experts on the subject were also considered to have broadened their views on the subject. The experiences and lessons learnt in promoting green jobs in other countries that international experts shared were highly appreciated by the Chinese participants.
- Exchanges of views among MOHRSS, the tripartite partner agencies and the environment, finance and industrial sectors and policy dialogue deepened understanding of the inter-connection of the green jobs issues and the need to promote efforts in seeking coherent policy measures in the regard.

In summary, the above networking and exchanges laid a solid foundation for facilitating policy development on green jobs and enabled the tripartite partners in China to be more vocal and proactive in terms of policy formulation related to green jobs.

Very recently MOHRSS approached the ILO Beijing Office and indicated that they had made a plan to formulate a green jobs promotion policy by end of 2010. MOHRSS expressed interest in obtaining more information on international experiences in promoting green jobs policies and hoped the ILO Beijing Office would feed that information to them in order to assist them in their preparation for the policy formulation on green jobs. MOHRSS hoped that ILO Beijing Office would convene another policy consultation meeting in Beijing in November 2010, at which draft policy document would be reviewed and feedback from other stakeholders collected. Based on feedback received, the MOHRSS planned to present the final policy document by end of 2010.

4.6 Steps ILO took to achieve the progress

On the path to achieve the above progress, ILO Beijing Office Green Jobs team played an instrumental role. The steps they took primarily included the following:

- Nurturing a learning and capacity building process on green jobs among key stakeholders in China. They targeted research institutes attached to MOHRSS, CASS, Institute of Environment and Development as in GBO and so on to embark them on research projects to inform policy-making;
- Identify and select relevant and key research topics with strong policy implications and carried out empirical studies to enrich the knowledge-base on green jobs and at the same time to lay a foundation for policy discussion and policy-making on these topics;

- Organize periodical sharing and policy consultation meetings among the research teams and policy makers and facilitate feedback and cross reviews of the research work. The cross inspirations and fertilizations among the participants were considered effective technical support for capacity and consensus building facilitated by the ILO.
- The technical materials, reports, policy tools and instruments and analytical tools introduced by the ILO experts and its green jobs team were considered highly instrumental in facilitating the research outcomes, capacity building, policy analysis on green jobs issues in China.
- Although the project had the International Cooperation Department of MOHRSS as the key counterpart, CEC and ACFTU were closely involved and informed along the course of the project implementation. This has put the tripartite partners more or less on the same page in terms of awareness raising and knowledge building on green jobs. CEC and ACFTU counterparts will be prepared and well informed of the subject and be able to offer relevant policy advice in the future on green jobs policies under formulation by the MOHRSS.
- The forum on Green Jobs for a Better Life at the Shanghai Expo in August marked another significant and creative step that the ILO Project Team took in continuing the momentum and bringing the discussion on green jobs to a next level.

4.7 Conclusions

The interventions of GJ-RBSA came into China at the right time when the country made a serious commitment to transforming from a GDP-driven development model and to the one that strives balance in economic, social and ecological development. In conclusion, the strengths and areas for improvement as well as the lessons learnt of the project can be summarized as follows:

4.7.1 STRENGTHS

- The empirical studies on various subjects related to green jobs filled in the gaps in China in this regard. The research findings not only contributed to the knowledge base of the subject, but also to awareness-raising on green jobs among the key stakeholders. The research outcomes made a convincing case for policy formulation in green jobs promotion in China.
- Working with the right research teams on right research topics was another strength. The newly acquired policy research capacity within MOHRSS and other research institutions will continue to influence the thinking and debate on green jobs related issues in China for years to come. This contributes to the long-term effect of the project.
- Targeting MOHRSS as main agency for policy-making while keeping CEC and ACFTU informed and involved in the due course proved to be effective and necessary. MOHRSS is an important partner for ILO Beijing to work closely for impact at policy level while it is equally important to involve CEC and ACFTU along the way as they bring in workers' and employers' perspectives into the policy consultation discussions. CEC and ACFTU are also indispensable partners for MOHRSS for policy implementation on green jobs in the future.

- It is plausible for the project to invite policy makers from key agencies beyond its traditional tripartite structure at policy consultation and experience sharing meetings. As green jobs is a cross-cutting issue and the project aimed to promote policy coherence, effective participation of other key national institutions, such as Ministry of Environmental Protection, National Development and Reform Commission, Ministries of Finance, Industry and Information Technology, Agriculture and Forestry, etc. is critical. Whenever it was possible, the project facilitated discussion and exchanges of perspectives at the meetings for purpose of policy coordination around green jobs issue.
- At the ILO Beijing level, the activities of GJ-RBSA Project are managed as part of its larger green jobs initiative, together with Sustaining Competitive and Responsible Enterprises Program (SCORE), Generating Your Business Ideas (GYB) and Joint UN Climate Change Partnership Framework (CCPF). The integrated approach at country level on green jobs ensured complementary results for larger impacts. It reflected a more efficient way in resource management.

4.7.2 AREAS FOR IMPROVEMENT AND LESSONS LEARNT

Project Management:

- The documentation and filing of the project documents could be improved. Although various activities took place, not all of them were recorded and filed. For example, the consultant only received one record of the three policy consultation and experience sharing meetings hosted by the project. There were no work plan and periodic project progress reports for review by the consultant.
- Although the ILO Beijing Office established a green jobs team to handle green jobs related work, the GJ-RBSA project was somewhat considered extra responsibility outside their regular workload. However this does not mean that the team did not invest time, energy and enthusiasm into the project management. It was believed that if budget allowed, the work would be managed more effectively if additional human resource in ILO were made available to support this particular project.
- Although it is a regional project, so far the activities in China were taking place independently from the other two countries. Communication among the three participating countries was limited or non-existent. No Chinese project counterparts (related to research projects) interviewed knew that it was a regional initiative and knew what was happening in other two countries. But they expressed interest in more cross-learning and experience sharing with their counterparts in the other two countries if there was such chance.

Project Activities:

- The financing mechanism of the green job promotion could have been included in the research topics funded by the GJ-RBSA project.

Understanding financing aspect with relation to green jobs promotion is an important dimension for facilitating the policy development to promote green employment and green venture creation. A research in this subject is necessary to facilitate and support policy formulation regarding provision of financial incentives to promote green jobs creation and green employment promotion.

- Stronger link between green jobs and decent work should have been built. Not all of the research projects paid equal attention to this aspect therefore policy recommendations to promote this link among all research projects were relatively weak.
- Gender dimension was not taken into consideration in the project design, planning, implementation and resource allocation.
- The project should have involved the technical departments of MOHRSS into the research projects as much as possible, for example, departments in charge of employment promotion, skill assessment and training and vocational categorization and certification and so forth.
- There seemed to be a lack of a clear and well defined communication strategy for distribution of the research reports for the purpose of awareness raising and policy dialogue and policy development on green jobs among critical stakeholders beyond the current circle.

4.8 Recommendations

Having considered the achievements, strengths and areas for improvements and lessons learnt of the project, following recommendations are put forward:

To ILO Beijing and Regional Office:

- Regular project management procedures should be applied to the day-to-day management of RBSA projects. This would include at least an annual workplan, quarterly or six monthly progress reports, meeting notes as well as some reporting mechanism from the government counterpart agency. If budget allows, more staff time should be allocated to enhance the management of the project.
- More exchanges and sharing of experiences and lessons among the project participants from the three countries in the region should be facilitated. As green job is such a new concept in China, the Chinese policy researchers and other stakeholders are eager to learn from and sharing knowledge and experiences with other countries in the region.
- Gender dimension should be incorporated into green jobs strategies in the future. As industrial restructuring for environmental impact reduction and climate change would affect employment status and working conditions of men and women workers differently, it is crucial that gender analysis is incorporated into any green jobs policy analysis to ensure a just and fair response on gender dimension. The gender focal points in the ILO Beijing

Office and the regional office should be involved in the work design and planning and offer advice on best approach for incorporation of gender into the green jobs programming strategy at regional and country level.

- Stronger link between green jobs promotion and decent work agenda should be built into future policy research and facilitation efforts.
- Focused technical support to policy departments within MOHRSS such as Department of Employment Promotion and other related departments in future work on green jobs policy initiative in China by providing access to international good practice in green jobs policy formulation and others related field.
- Repackage the information of key findings of the research reports on green jobs and make it more reader-friendly for government officials, policy researchers, the media and general public and make a communication plan to target key stakeholders concerning green jobs in China to promote policy change.
- Continue to work with the tripartite partners. While targeting MOHRSS for policy change, it is important to keep the CEC and ACFTU on board in policy research and consultation on green jobs agenda in China.

To MOHRSS

- Encourage the technical departments such as Department of Employment Promotion and other concerned department to participate in activities in green jobs project. Their involvement in research, policy consultation and workshops on green jobs would be key as they are the policy makers and implementers related to employment promotion in the MOHRSS.
- Distribute the research reports funded by the project more widely in the MOHRSS system to continue the efforts in awareness raising and consensus building on green jobs issue.
- Deepen the research on green employment and skill management for green jobs that were initiated under the project and form more indepth insights on industry and enterprise specific implications and appropriate policy responses.
- Where possible, establish or strengthen the communication channel with the State Council Leading Group on Climate Change and bring in a perspective on employment and labor relations into the consideration of policy-making concerning climate change and environmental protection in China.

To CEC and ACFTU

- Gain a deeper understanding of employment challenges and opportunities that employers and workers face due to industrial restructuring to achieve green economy as well as understanding of the needs in terms of social support, job placement and skills training. Articulate their constituents' needs at policy consultations on green jobs initiated by ILO and MOHRSS.

- Distribute the research reports funded by the project more widely in their respective systems for continuous awareness raising and consensus building on green jobs issue.

4.9 Possible Future Directions

Based on consultation with stakeholders in China from interviews and consultation meeting in Beijing on September 3, 2010, the consultant would like to suggest the following as the direction for future GJ-RBSA interventions:

At the regional level:

- Facilitate cross learning and information and best practice sharing at regional level related to green jobs promotion and policy development facilitation.

At country level - China:

- ILO together with its tripartite partners as well as other stakeholders develop a China country strategy for green job promotion in a five-year plan with clear goals, objectives, implementation modality and resource mobilization plan defined. The strategy paper should provide guidance and direction for any future green jobs initiatives in China.
- ILO together with MOHRSS and like-minded UN and bi-lateral agencies to facilitate a more formal policy platform to promote better coordination and coherence on policy frameworks related to green jobs. Key agencies in China that have a strong influence on policy development related to green jobs would include National Development and Reform Commission, Ministry of Environmental Protection, Ministry of Finance, State Taxation Administration and other related ministries of industry, agriculture and forestation. Without their full engagement and support, policy coherence on green jobs would not be possible.
- Support pilot projects to demonstrate an integrated approach with green jobs promotion at the local level. Besides policy research and consultation, another way of influencing policy-making in China is to conduct demonstration pilots of new approaches and policy directions. This could be done in collaboration with the tripartite partners to apply innovative approaches concerning green jobs promotion in selected locations as well as industries. One good opportunity for supporting pilot projects lies with the forthcoming MOHRSS green jobs policy to be issued by end of 2010. ILO and MOHRSS in partnership could support the initial trial implementation of the policy and meantime a research team will be identified to document the experiences and lessons arisen from the trial. Based on that, recommendations for improvement are fed back to the Ministry. In addition, appropriate policy tools and instruments are developed by the research team to facilitate the more effective implementation of the policy on a larger scale.

- Continue to support the empirical study on green jobs for policy coherence purposes in China with attention given to financing mechanism for green jobs creation. New research projects will also focus on gaining deeper understanding of the challenges and opportunities on green jobs by industry and at enterprises level as well as on various aspects of employment and social support needs for those who are affected. Also a closer link should be built on analysis of relations between green jobs promotion and contributions to decent work program. Gender implications of green jobs should also be explored by any future research projects.
- Continue to facilitate networking and policy consultation among policy makers and policy researchers with active participation by the tripartite partners. Expand the scope and depth of the discussion and make it a regular facility instead of the ad hoc one created by current RBSA initiative. This network should eventually be taken over by the Chinese agencies.
- To support a massive training program on green jobs with officials of all levels within MOHRSS as well as CEC and ACFTU as well as policy makers in other key government ministries such as NDRC, MIP and others.
- To support development of policy tool kit and resource books to facilitate the implementation of green jobs policy. Their end users would include CEC, ACFTU, local labor department officials in charge of job creation, skills training, job replacement and venture creation. Financial institutions to support green entrepreneurship should also be targeted.

Appendices

Appendix 1 – Terms of Reference

Terms of Reference for a Review of RBSA Interventions on Green Jobs

RBSA code: RAS/08/01/RBS; CHN/08/01/RBS; BGD/08/01/RBS; IND/08/01/RBS

RBSA budget: USD 1,208,000

Intervention duration: late 2008– June 2010

Implementing Agency: International Labour Organization (ILO)

Geographical coverage: Bangladesh, China, India (with Regional component)

Review date & duration: July-Sep 2010: TORs preparation date: June 2010

1. Introduction and Rationale for the Review

Decent Work Country Programmes (DWCPs) are the key operational frameworks to mainstream the ILO's Decent Work Agenda at the country level. The Regular Budget Supplementary Account (RBSA) is a new funding mechanism within the ILO to support the implementation of DWCP outcomes. The implementation of RBSA interventions on Green Jobs (GJ-RBSA) is coming to an end in June 2010. Since the initiatives on green jobs in the region are relatively new. There is a need to get feedback, review progress made and lessons learnt from the implementation in order to further strengthen the work on Green jobs in the region in future.

This TOR provides guidance for the review of the Green Job RBSA intervention. It's aimed at assessing whether the GJ-RBSA has made progress in facilitating the development of a policy instrument that would put national policy and consensus on green jobs into practice and at documenting lessons learnt which will contribute to enhance knowledge base on green jobs in the region. The review also aims to assess the extent to which the Green Job interventions have contributed to the related Decent Work Country Programme Outcomes in China, India, Bangladesh and the related regional outcome. The expected outcomes of the review are

- An assessment of the progress made in regard to facilitating the development of policy instrument that would put national policy and consensus on green jobs into the practice. This will include documentation of what steps have been taken to facilitate this process, what policy instruments exist and/or review far they have been in the process.
- To what extent the GJ-RBSA has contributed to laying the basis for an expansion of the green jobs programme in the Region. Identifying any established mechanisms and their potential impact on policies and strategies on promoting green jobs

- The review will also attempt to document the starting situation before GJ-initiatives and review the outputs that have been produced and consider factors that have impacted on the delivery of the outputs.
- Specific recommendations for future direction of Green jobs interventions in the region and in specific countries.
- Documentation of lessons learnt in regard to the strategic use of RBSA funding, design of future green jobs programme, Implementation modality (regional/ country approach); partnership, networking and collaboration with key national tripartite stakeholders and partners (and internally within ILO), capacity building and provision of training.
- Documentation on tools and guidance material developed for the further development of green jobs policies by ILO constituents

The review is managed by RO-Bangkok and comprises three phases process.

2. Green Job RBSA background and context

The Green jobs RBSA stems from the ILO/UNEP/ITUC/IOE “Green Jobs Initiative” and builds on the conclusions drawn and action recommended during the regional green jobs conference held by ILO Regional office for Asia and the Pacific (RO-BANGKOK) in cooperation with INTEGRATION and with the INST in Niigata, Japan, held in April 21-23 2008. It was designed to empower men and women at local level through creating green jobs initiatives which were aimed to contribute to reduce poverty and environmental impact while ensuring decent work and enhancement of livelihoods for the poor. The key objective of the GJ-RBSA initiative is to facilitate the development of a policy instrument that would put national policy and consensus on green jobs into practice. The initiative links to existing ILO activities as well as UNDAF and national development priorities in each country.

Green Jobs RBSA interventions contribute to the achievement of regional outcomes RAS101 –(Increased Member States’ capacity to promote coherent policies on sustainable productivity growth, employment and competitiveness) as well as country DWCP outcomes, i.e. BDG101 (improved skills training and entrepreneurship for enhanced employability and livelihoods) CHN101 (Implementation of national employment policies strengthened through improving knowledge and services for employability, employment and enterprise development); IND101 (Decent and Productive employment integrated into socio-economic policies through policy/action research) and IND 102 (Integrated sectoral and area-based approaches for sustainable livelihoods, emphasising informal economy workers).

The GJ-RBSA interventions were supported and guided by the Senior Specialist on Environment and Decent Work and the Environment & Corporate Social Responsibility Officer in cooperation with responsible offices and staff in Bangladesh, China and India.

Some progress so far

Bangladesh

- Strong expression of support to the Green Jobs initiatives by national constituents as well as other actors
- Public-private partnership model for green jobs promotion in the solar energy sector has been established and operationalised.
- Introduction to GJ concept and policies made to employers and unions

China

- The concept of Green Jobs has been gradually accepted and understood at the national level by the ILO constituents as well as UN agencies

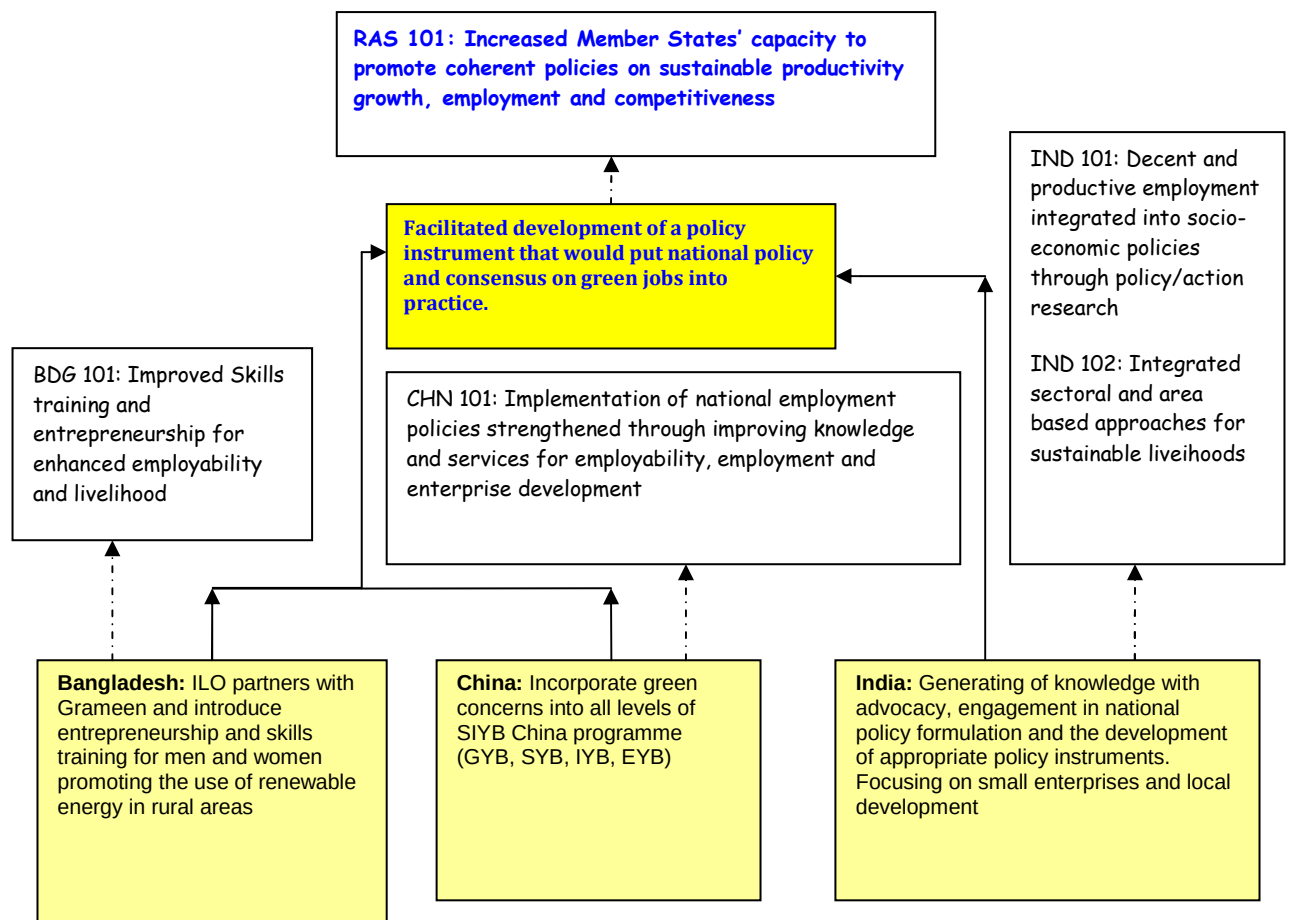
ILO RBSA Green Jobs Initiative Review – China Country Report

- A research network on Green Jobs in China has been established and a Green Jobs team has been set up by ILO Beijing Office comprising of experts from different specialisations
- Development of Green Business Options (GBO), an entrepreneurship training module for potential business starters – a new product as part of SIYB family
- Two national GJ conferences for advocacy, information sharing, and priority setting for preliminary work on GJs involving the ILO constituents
- Results of research carried out on the employment impacts of environment –driven policies and the social/employment dimension of the transition to a low carbon economy in several sectors

India:

- A multi-stakeholders taskforce on Green Jobs has been established under the lead of the Ministry of Labour and Employment, involving tripartite constituents and other key stakeholders including other line Ministries responsible for developing and implementing the National Action Plan on Climate Change and addressing environmental issues at national level..
- The establishment of the steering group for Jabalpur dairy sector as a result of the Green Value-chain Development (VCD) exercise involving tripartite constituents and other key stakeholders at the local level
- Government partners, employers and national level trade unions from India and ILO staff trained on Green Jobs
- Innovative methodologies and research tools have been developed to respond to the challenges of policy-making – transition to greener economies and employment and labour aspects of climate related issues

Logic model of RBSA Green Jobs



3. Purpose, Scope of the review

Purpose:

The review will assess whether the GJ-RBSA has made progress in facilitating the development of a policy instrument that would put national policy and consensus on green jobs into practice in the selected countries. The review will also assess the extent to which the GJ-RBSA has contributed to laying the basis for an expansion of green jobs programme in the Region.

The review should also document the initial situations at the start of the GJ-Initiatives and document the achievement made (as indicated by the indicators of achievement – annex 1) and its contribution to related DWCP outcomes. The review will draw specific recommendations for future direction of Green jobs interventions in the region and in specific countries. Lessons learnt in regard to design and implementation will be documented.

Scope: The review will conceptually cover the Green Jobs RBSA interventions at Regional, and country level and their interaction. The review will take into consideration the indicators of achievement or milestones identified to measure the Green Jobs RBSA contributions (see annex 1). It will take into account relevant interventions in the selected countries. The review will cover the whole period of the GJ-RBSA funded component and will take into consideration the ILO DWCP outcomes at regional and country level (see Annex 1).

Clients: The principal clients for this review are RO-BANGKOK, relevant Country Offices, ILO technical units, PROGRAM, EVAL, PARDEV

4. Main Outputs of the Review

The main outputs of the review are: -

- Final background review reports for Bangladesh, China and India
- Final discussion note from stakeholders workshop

5. Methodology

The following is the suggested methodology.

Phase 1: Gathering internal inputs from ILO staff through small initial questionnaires by evaluation manager, and draw up the review TOR;

Phase 2: Engage local external consultant (s) to prepare a background country report:-

- Consultant(s) undertakes a review of relevant documentations and undertake interviews/focus group discussion with tripartite constituents and other stakeholders in each country including - the TOR is attached in the Annex 2

Phase 3: A lessons learnt workshop

- Half a day workshop is proposed to be organized in Geneva, a day before the planned strategy workshop on Green Jobs, to capitalize from the present of all ILO experts and HQ staff
- It is proposed to have EVAL staff facilitate the half a day workshop (to be confirmed), a note taker is required.
- Lessons learnt and recommendations from the 3 country reports will be discussed. The recommendations for future will be documented.

6. Management Arrangements, Work Plan and Time Frame

Management arrangements: The ILO Evaluation Manager is responsible for the overall coordination, management and ensures follow up of this review. The manager of this review is Ms. Pamornrat Pringsulaka, Monitoring and Evaluation Officer of RO-BANGKOK to whom the external consultant(s) shall report to. EVAL will provides support to the review process and undertake quality control of the process and of the national background report.

EVAL is also proposed to help facilitate the half day workshop to be held in Geneva (to be confirmed)

Consultant's tasks: At the country level, the review will be facilitated by an external consultant - see Annex 2 for more detailed TOR

Stakeholders' role: All stakeholders particularly the GJ-RBSA management team, SRO Delhi and ILO Country Office –Dhaka, Beijing and Delhi will be consulted and will have opportunities to provided inputs to the TORs and draft report.

The tasks of RBSA team: GJ-RBSA management team will provide logistic and administrative support to the review throughout the process including

- Ensuring relevant documentations are up to date and easily accessible;
- Provide support to the consultant during the review process if needed

ILO HQ technical unit: provide inputs to the review and participate in the lessons learnt workshop planned to be held in Geneva

Resources Required: The following resources are required

- Cost for hiring 3 external consultants (fee) to prepare 3 country background reports and cost of organizing a half day tripartite focus group discussion
- 1-day DSA (Geneva) for 5 ILO experts

Proposed itinerary of the review

	Tasks	Time frame	Responsibility
Phase 1	Gather initial inputs from staff through questionnaires	By end of April 2010	Staff and RBSA coordinators
Phase 2	A country review by local external consultant 3 country background paper will be produced (<i>stock taking of outputs achieved and key lessons learned</i>) the draft background paper to be submitted by the end of August 2010.	July-Aug 2010	Local consultant in 3 countries.
Phase 3	Half a day workshop (a workshop is proposed to be held in Geneva on 27 Sep 2010, a day before the planned strategy workshop on Green Jobs to be held in Turin during Sep 28-30.)	27 September 2010	Conducted and facilitated by EVAL staff (with a help of note taker) Participated by ILO staff and specialists

ANNEX 1: Related DWCP outcomes and the Indicators of RBSA Green Jobs

RELATED DWCP OUTCOMES	INDICATORS/ MILESTONES
Asia and Pacific Region	
Related DWCP Outcome: RAS 101: Increased Member States' capacity to promote coherent policies on sustainable productivity growth, employment and competitiveness	- An assessment tool has been developed, tested and applied in 3 countries in the region to help identify entry points for greening of jobs. - 2-3 countries have established forums to discuss green jobs issues and have undertaken steps to develop coherent policies that include social and labour dimensions in the national discussions regarding impacts of climate change. - An internal and external knowledge sharing platform on green jobs has been established for the region.
China:	
Related DWCP outcome: CHN 101: Implementation of national employment policies strengthened through improving knowledge and services for employability, employment and enterprise development	- Empirical study on green jobs completed, including enterprise survey, value chain analysis and policy analysis. - Training programme implemented in 5 renewable energy enterprises and good practices collected. - GBO training materials developed and trainings piloted in 20 training institutions.
Bangladesh:	
Related DWCP Outcome BDG 101:	- Assessment reports available of several sectors on green jobs. - Pilot courses on green jobs skills launched.
India:	
Related DWCP Outcome IND 101: Decent and Productive employment integrated into socio-economic policies through policy/action research Related DWCP Outcome IND 102: Integrated sectoral and area-based approaches for sustainable livelihoods, emphasising informal economy workers	- Assessment report on 3 sectors delivered - Capacity building modules and pre-intervention studies delivered - Interventions in selected sectors launched - Multi-stakeholder Taskforce on GJ established

Annex 2: Specific TOR for national consultant

Please see earlier section on the background, purposes, and the scope of the review

1. Main Outputs

- o First Draft of the review report
- o Final draft of the review report incorporating comments received
- o Evaluation summary (according to ILO standard template)

The final Report should contain the following contents:

- Cover page with key GJ-RBSA data (according to ILO standard template)
- Abstract
- Brief background of the interventions and its logic
- Purpose, scope and clients of the review
- Methodology
- Review of implementation
- Presentation of findings
- Conclusions
- Recommendations (including to whom they are addressed)
- Lessons Learnt
- Possible future directions
- Annexes

2. Issues to be addressed

The review should take into account the overall ILO evaluation criteria of **relevance and strategic fit, validity of design, effectiveness, efficiency** of resource use, effectiveness of management arrangement and **impact orientation** and **sustainability** as defined in the *ILO Guidelines for Planning and Managing Project Evaluations 2006*. The *ILO Guidelines on Considering Gender in Monitoring and Evaluation of projects (2007)* should also be considered. The following issues are to be addressed: -

1. Review of the Initial situations at the start of GJ-RBSA interventions in the China, Bangladesh, India and the regional level.
2. Assess the overall relevance of the RBSA programme, to what extent the Green Jobs initiatives have been integrated into DWCP strategies, and/or outcomes on employment at the regional and national level, and has there been any collaboration with UNDAF
3. Assess the programme formulation process and the focus, coherence, and logical fit of the outcomes, outputs, and strategies.
4. Analyze programme implementation:
 - (a) Effectiveness of interventions in producing results, with particular attention to synergies/coherence across interventions
 - (b) On the capacity/institutional development and the creation of an enabling environment (changes in laws, policies, and behaviors)
 - (c) Key factors of success and constraints encountered (internal and external)
 - (d) Partnership approach, the role/effectiveness of partners in promoting decent work, and coordination among partners
 - (e) Knowledge management: communication strategy (internal and external), use of knowledge, and incorporation of M&E into the knowledge base
 - (f) Organizational arrangements (managerial, administrative, and business processes)
 - (g) Efficiency of programme execution (time and costs)

5. Assess progress toward outputs and outcomes (with data-supported evidence and using the indicators of achievement identified in Annex 1) and documenting achievements and the extent of GJ-RBSA has laid the basis for an expansion of GJ programmes in future
 - To assess achievements (by outputs and its contribution to DWCP outcomes) and to determine to what extent these have been delivered by the end of the GJ-RBSA intervention, , and to make recommendations for what might contribute to future green job interventions in Asia
 - To assess the extent to which the GJ-RBSA has laid a necessary ground for the expansion of a GJ programme in the region. Any evidences?
 - To identify and assess external factors (if any) that may not have been taken into account at the time of GJ-RBSA formulation, which had an impact on the implementation and which may require adjustments in future interventions.
 - To identify prospects and needs of the future green jobs interventions
6. Identify lessons learned on how ILO has used this RBSA new funding modality strategically and how it's effectively managed.
7. Identify lessons learned and recommendations on how to better design the possible future expanded Green Jobs programme(s), implement, monitor, and assess the programmes, including but not limited to the following:
 - (a) ILO role and relevance, its niche and comparative advantage and how the GJ-RBSA were integrated in ILO as a whole, both in terms of sharing knowledge and in terms of the building of synergy
 - (b) Policy mainstreaming
 - (c) Capacity building including capacity building of tripartite constituents
 - (d) Partnership approach
 - (e) Cost containment and efficiency
 - (f) Risks and ways of managing them
 - (g) Knowledge management
 - (h) Organizational arrangements
 - (i) Resource mobilization

3. Suggested review questions

A. Relevance and Strategic Fit

1. *Strategic use of GJ-RBSA contribution. How have the GJ-RBSA-funded actions contributed or added value to the larger regional and decent work country programmes?*
2. *Have the means of action been responsive to the needs of the national constituents and changing partners' priorities?*
3. *During the formulation process, was there adequate collaboration between country, regional office and HQ?*
4. *To what extent has an 'integrated strategy for decent work' been applied as referred to by both the Social Justice Declaration and the Strategic Policy Framework that encourage new methods of work across ILO units and between HQ and the regions.*
5. *GJ-RBSA being a new mechanism, are there areas that require improvement in terms of reviews of the current office procedures, strengthening internal management capacity, ensuring outcome-based work planning and reporting on results?*

B. Validity of Design

6. *To what extent was the GJ-RBSA design sound in addressing ILO's priorities and constituents' needs? Have the means of action been appropriately responsive to political, legal, economic and institutional changes in the selected countries?*
7. *Is the intervention logic of the GJ-RBSA coherent and realistic?*
8. Was the GJ-RBSA designed to reinforce maximum synergies on the aims and strategies among all the sources of funds within the DWCP outcome-based framework?
9. Who are the partners of the GJ-RBSA? How strategic are partners ("change agents") in terms of mandate, influence, capacities and commitment?

C. GJ-RBSA Progress and Effectiveness

10. Are there clear and measurable results to justify the RBSA funding?
11. Regional Approach and knowledge sharing
 - What products were developed? What basis is there for developing these and are they addressing a real need?
 - How are these products used in promoting green jobs in the region?
 - Has there been cross-sharing of information?
12. Is the capacity of the counterparts in the established mechanisms at national, provincial, district and community level sufficient for the job? Are there clear terms of references for each mechanism? Do the participants know, understand and agree with the purpose of the mechanism?
13. *Examine the extent to which the RBSA has produced the anticipated results (e.g. outputs as identified in the GJ-RBSA document and its indicators/milestones, their quality and how they have been used by partners).*
 - What contributions have been made so far towards the achievement of the key objective of GJ-RBSA and the linked DWCP outcomes at the country and regional level?
 - Have the quantity and quality of the outputs produced so far been satisfactory?
 - How have stakeholders been involved in the implementation? How effective has the implementation been in terms of establishing national ownership? Is the management and implementation participatory and is the participation contributing towards achievement of the objectives?
13. Are there any visible effect on country policies and strategies?
14. How has the Green Jobs RBSA affected implementation of other ILO projects/programmes?
15. What has the RBSA undertaken to ensure complementarities of efforts among ILO offices including technical units at HQ, and with other agencies at national and regional level? What was the quality of communication?

16. Identify factors that have facilitated or deterred the achievement of the relevant G-RBSA and DWCP outcomes as well as significant/practical lessons (positive and/or negative) derivable from experience gained during implementation of activities.

Describe how these experiences may guide future activities of the programme.

- In which areas (geographical, technical issue) do the interventions have the greatest achievements? Why this and what has been the supporting factors? How can ILO build on or expand these achievements?
- In which areas seem to have the least achievements? What have been the constraining factors and why? How can they be overcome?
- What, if any, alternative strategies would have been more effective in achieving the planned objectives?

D. Effectiveness of Management Arrangement

- Are management capacities adequate? To what extent it is linked to DWCP capacity set up, is there coherence and integration with other initiatives?
- Does the governance structure facilitate good results and efficient delivery? Is there a clear understanding of roles and responsibility by all parties involved particularly key stakeholders
- Do the overall interventions receive adequate political support from its national partners?
- If there is a national steering or advisory committee, do the members have a good grasp of the strategy? How do they contribute to the success of the interventions?
- How effective is communication between GJ-RBSA team, the Country Offices, the Regional Office, SROs? How effective is communication between the country team and the national implementing partners?
- Does the GJ-RBSA receive adequate administrative and technical support from the RO, SRO, ILO Country Offices, field specialists and Green Jobs technical team at HQ?

E. Efficiency

- Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve objectives?
- Have resources been used efficiently? Have activities supporting the strategy been cost-effective? In general, do the results achieved justify the costs? Could the same results be attained with fewer resources?
- Have the funds and activities been delivered in a timely manner?

D. Impact orientation and sustainability

Assess the long-term sustainability of the G-RBSA interventions and make recommendations regarding follow-up support

- Are the results, achievements and benefits likely to be durable? Are results anchored in national institutions and can the partners maintain them financially at end of GJ-RBSA contribution?
- Can the approach or results be replicated or scaled up by national partners or other actors? Is this likely to happen? What would support their replication and scaling up?
- Can any unintended or unexpected positive or negative effects be observed as a consequence of the interventions? If so, how has the strategy been adjusted? Have positive effects been integrated into the strategy? Has the strategy been adjusted to minimize negative effects?
- How will ILO field specialists and/or other ILO initiatives continue to support the work of the partners to ensure expanded green job programmes in the region?

In addition to the general concerns of relevance, validity of design, effectiveness, efficiency and sustainability the review should to the extent possible take into account how have gender aspects been integrated in the GJ-RBSA interventions.

4. Suggested methodology

- Conduct a desk review of relevant documents
- Conduct interviews with key stakeholders and partners (relevant ILO staff both in countries and Regional Office staff, key partners, representatives of government agencies and of workers and employers organizations)
- Facilitate half a day or one day tripartite stakeholders workshop to present and verify the preliminary findings
- Based on the findings, prepare a draft report

Source of Information: Sources of information and documentation that can be identified at this point:

- Regional Priorities
- Green Jobs RBSA document
- Relevant DWCP documents
- Green Jobs RBSA Indicators/ Milestones
- Green Jobs RBSA work plan
- Other relevant research reports

The consultant(s) will have access to all relevant materials. To the extent possible, key documentations will be sent to the consultant in advance.

Suggested list of key stakeholders to be consulted by national consultant

	Bangladesh	China	India
ILO staff at Regional Level	• Mr. Vincent Jugault, Senior Specialist in Environment and Decent Work • Ms. Ivanka Mamic, Environment and CSR Officer		
Key ILO staff at Country Level	• ILO Director / Deputy Director • Mr. T.I.M. Nurunnabi Khan, Programme Officer	• ILO Director • Mr. Satoshi Sasaki, Specialist on Enterprise Development and Jobs • Mr. Changyou Zhu, Programme Officer	• ILO Director • Mr. Hideki Kagohashi, Specialist on Enterprise Development • Mr. Mukesh C Gupta, Senior Specialist EIIP • Ms. Anjana Chellani, Programme Officer
Tripartite constituents	• Ministry of Labour and Employment • Bureau of Manpower, Employment and Training (BMET) • Bangladesh Employers Federation • National Coordination Committee on Workers Education (NCCWE) i.e. a group	?	• Ministry of Labour and Employment –which leads the Multistakeholders Taskforce on Climate Change and Green Jobs • Workers and employers' partners in the Taskforce

	Bangladesh	China	India
	of major TU federation		
Other key stakeholders	• Grameen Shakti • Waste Concern • TARANGA • Occupational Safety, Health and Environment Foundation (OSHE)	• China Academy of Social Sciences • Labour Studies Institutes	• Development Alternatives • Ministry of Renewable Energy, Rural Development, Environment and Forests • Ministry of Renewable Energy, Rural Development, Environment and Forests • TERI • Tara Livelihoods Academy, S. Patara
Other ILO staff and projects		• SCORE project (Mr. Zhang Xubiao)	• ILO Specialist – Skills, Workers and Employers, OSH, Child labour • Ms. Camilla Roman, consultant
Other UN agencies		• UNCT on Climate Changes and Energy in China	

5. Management Arrangements, Work Plan and Time Frame

Management arrangements: The ILO Evaluation Manager is responsible for the overall coordination, management and ensures follow up of this review. The manager of this evaluation is Ms. Pamornrat Pringsulaka, Monitoring and Evaluation Officer of RO-BANGKOK to whom the external consultant(s) shall report to. EVAL will provides support to the review process and undertake quality control of the process and of the report.

Consultant's tasks: The review will be conducted by an external national consultant who shall be responsible for drafting and finalizing the review report and for facilitating a discussion amongst representatives of tripartite constituents. The consultant will deliver the above outputs using a combination of methods mentioned above. The total number of work day is approximately 18 workday.

Stakeholders' role: Tripartite constituents and all key stakeholders particularly the GJ-RBSA management team, SRO Delhi and ILO Country Office –Dhaka, Beijing and Delhi will be consulted and will have opportunities to provided inputs to the draft report.

The tasks of RBSA team: GJ-RBSA team at country level will provide logistic and administrative support to the evaluation throughout the process including

- Ensuring relevant documentations are up to date and easily accessible;
- Provide support to the evaluator during the review mission if needed

Tasks	Time frame	Responsibility
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Tasks	Time frame	Responsibility
Identification/selection of national consultants	By end June 2010	Evaluation Manager
Ex-col contract issued	Early July	Country Offices (Evaluation Manager sent EPA to 3 countries offices to issue contract)
Desk review (3 work days)+ consultation with all stakeholders (7 work days)+ tripartite stakeholders workshop (1 work day) + Draft review report (5 work day)	Mid July – 20 Aug, 2010	National consultant
Submission of draft country report	latest by 27 Aug 2010	National consultant
Sharing the draft report with all concerned + consolidation of comments sent to consultant	30 Aug-10 Sep, 2010 (inputs/comments sent to consultant by 13 Sep)	Evaluation Manager (Evaluation manager will review and share the draft review reports with all key stakeholders for inputs. Comments will be consolidated and sent to the consultant (s) for finalization.
Finalization of country review report (2 days) and submit the final report to Evaluation manager	17 Sep 2010	National consultant
Submission of Report to HQ	20 Sep 2010	Evaluation Manager

Final Review report will be shared with all key stakeholders including internal ILO experts and EVAL, PROGRAM, PARDEV, and relevant technical units. The report will be discussed in the lessons learnt-review workshop to be held in Geneva in late September 2010.

Appendix 2 - List of persons met/interviewed

Names	Sex	Organization & Proxies	Title
Satoshi Sasaki	M	ILO Beijing Office	Specialist on the Enterprise Development & Jobs Creation
Zhu Changyou	M	ILO Beijing Office	Program Officer
Zhang Xubiao	M	ILO Beijing Office	Program Manager
Pan Wei	F	ILO Beijing Office	Program Assistant
Jiang Wei	M	MOHRSS	Project Officer, Department of International Cooperation
Li Yanping	F	MOHRSS	Deputy Director, Secretariat of China Employment Promotion Association
Shang Xiaoming	M	CEC	Deputy Director, International Department
Sun Jianfu	M	ACFTU	Deputy Director, International Cooperation Department
Zheng Yan	F	CASS	Researchers, Institute for Urban and Environmental Studies
Zhang Yin	F		
Chen Hongbo	M		
Mo Zhengchun	M	Energy Foundation	Director, China Building Program
Zhang Libin	F	MOHRSS	Researcher and Division Director, Institute for Labor Studies
Yin Manxue	F	MOHRSS	Researcher, Institute for Labor Studies
Zhang Xinmin	M	MOHRSS	Vice President, China Academy of Labour and Social Sciences
Wang Peng	F	MOHRSS	Program Assistant, China Academy of Labour and

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			Social Sciences
Li Mingfu	M	MOHRSS	Division Director, Institute for International Labor Studies
Ye Weijia	M	Institute for Environment and Development	Director and Professor

Appendix 3 – Stakeholder Consultation Agenda

Stakeholder Forum A Review of RBSA Interventions on Green Jobs September 3, 2010 Beijing, China		
Time	Topics	Facilitator
2:00pm	Opening Remark	ILO Beijing Representative
2:10pm	Introduction of the purpose of the workshop	Ge Youli Project Reviewer
2:20pm	RBSA Green Jobs and us – each team make a 5-10 minutes presentation on their role in the project and outputs generated.	Ge Youli
3:00pm	How Much Impacts we have collectively achieved?	
3:30pm	What have we learnt? (Experiences and lessons)	
4:00pm	Looking forward – What more we can do in the future? (Recommendations for future work)	
4:30pm	Summary and Conclusion	ILO Beijing Representative

Appendix 4 - List of participants to Stakeholder Forum in Beijing, September 3, 2010

Names	Sex	Organization & Proxies	Title
Satoshi Sasaki	M	ILO Beijing Office	Specialist on the Enterprise Development & Jobs Creation
Zhu Changyou	M	ILO Beijing Office	Program Officer
Zhang Xubiao	M	ILO Beijing Office	Program Manager
Pan Wei	F	ILO Beijing Office	Program Assistant
Zhou Jie	F	ILO Beijing	Program Assistant
Duan Sining	F	ILO Beijing Office	Program Assistant
Chen Qiaoling	F	ILO Beijing	Information Assistant
Jiang Wei	M	MOHRSS	Project Officer, Department of International Cooperation
Li Yanping	F	MOHRSS	Deputy Director, Secretariat of China Employment Promotion Association
Shang Xiaoming	M	CEC	Deputy Director, International Department
Sun Jianfu	M	ACFTU	Deputy Director, International Cooperation Department
Zhang Yin	F	CASS	Researchers, Institute for Urban and Environmental Studies
Chen Hongbo	M		
Ye Weijia	M	Institute for Environment and Development	Director and Professor
Ge Youli	F		Independent Reviewer

Appendix 5 - List of Document Reviewed:

1. Research paper: “Study on Green Employment in China”;
2. Research Summaries and Pilot Project Introductions;
3. Research paper: “Study on Low Carbon Development and Green Employment in China”
4. A Value Chain Analysis of the Solar Water Heater Industry – Case Study in the City of Dezhou, China
5. Research Paper: Skills for Green Jobs in China;
6. Training Material - Green Business Options;
7. China Green Jobs Experiences Sharing and Policy Consultation Meeting Note March 30-31, 2010
8. RBSA: Green Jobs Proposal
9. ILO Green Jobs program in China – briefing note