



Project Title: Green Jobs in Asia

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Countries:	Bangladesh, Indonesia, Nepal, Philippines, Sri Lanka
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Evaluation Manager:	Mr. Vincent Jugault
Administrative Office:	Regional Office for Asia and Pacific
Technical Backstopping Office:	Bangkok Decent Work Team
Evaluator(s):	Mr. Peter Bille Larsen
Date project ends:	June 2012
Donor:	Australia (AUSS 3,000,000)
Key Words:	Green jobs, green economy, employment,
Evaluation Budget:	

ILO Regional Office for Asia and the Pacific

Mid-term Evaluation
of
Green Jobs in Asia

Donor: Government of Australia
Project budget: 3.000.000 Australian Dollars
Project duration: August 2010 (Actual, October 2010) to July 2012

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List of Abbreviations

APINDO: The Indonesian Employers' Association
AusAID: The Australian Government's overseas aid program
BAPPENAS: National Development and Planning Agency
BEF: Bangladesh Employer's Federation
BMET: Bureau of Manpower Employment and Training
DCWP: Decent Work Country Programme
DEEWR: Department of Education, Employment and Workplace Relations
DMO: Destination Management Organization
GJA: Green Jobs in Asia
GS: Grameen Shakti
IDCOL: Infrastructure Development Company Limited
ILO: International Labour Organization
IUCN: World Conservation Union
KSPI: Confederation of Indonesian Trade Union
KSPSI: Confederation of All-Indonesian Trade Unions
KSBSI: Confederation of Prosperous Indonesian Labour Unions
MoMT: Ministry of Manpower and Transmigration
MoCT: Ministry of Culture and Tourism
MoE: Ministry of Environment
MoHA: Ministry of Home Affairs
MOLE: Ministry of Labour and Employment
MOU: Memorandum of Understanding
NCCWE: National Coordination Committee for Workers Education
NIOSH: National Institute for Occupational Safety and Health
OSH: Occupational Safety and Health
SHS: Solar Home Systems
SPROUT Summary Project Outlines
TTC: Technical Training Centre
UNFCCC: United Nations Framework Convention on Climate Change
WMA: Western Province Waste Management Authority

1. Executive Summary

Quick Facts

Countries: *Bangladesh, Indonesia, Nepal, Philippines, Sri Lanka*

Mode of Evaluation: *mid-term*

Technical Area: *Decent work and environment*

Evaluation Management: *Vincent Jugault*

Evaluation Team: *Peter Bille Larsen*

Project Start: *August, 2010*

Project End: *June, 2012*

Project Code: *RAS/10/50/AUS*

Donor: *Australia (AUS\$ 3,000,000)*

Key Words: *green jobs, decent work, environment, sustainability*

Background & Context

Summary of the project purpose, logic and structure

This Green Jobs in Asia (GJA) project is funded by the AusAID under the Australian Government-ILO Partnership Agreement 2010-2015 (the Partnership Agreement). Executed by the ILO ROAP, it seeks to deepen ILO constituents understanding and commitments for the promotion of gender sensitive green jobs opportunities and a just transition for workers and employers towards a low-carbon, climate resilient, environmentally friendly development. The project is being implemented in Bangladesh, Indonesia, Nepal, Philippines and Sri Lanka from August 2010 to June 2012. The project combines knowledge generation, capacity development, policy reform and sector-specific interventions in four out five countries. In Bangladesh this involves green jobs creation in the renewable energy sector with focus on solar home systems technicians. In the Philippines it is focused on sustainable building materials, the social housing sector and green jobs in resettlement areas. In Indonesia, focus is on the tourism with a field focus on ecotourism and homestays. In Sri Lanka, efforts target waste management and occupational safety and health promotion in both the formal and informal sectors. In Nepal, emphasis was on setting up a Tripartite Task Force, training and research.

Development Objective:

To deepen ILO constituents understanding and commitment for the promotion of gender sensitive green jobs opportunities and a just transition for workers and employers towards a low-carbon, climate resilient, environmentally friendly development in participating countries.

Immediate Objectives:

1. Promote the capacity of ILO constituents to engage in dialogue on green jobs through increased access to reliable sources of data and information on green jobs and training,

- including on the employment impacts of environment-related policies and good practices on green jobs;
2. Green jobs mainstreamed in national labour and social policy of participating countries;
 3. Strengthened framework for green jobs employment promotion in specific sectors in four countries.

Present situation of project

The project is on-going and the first phase is expected to be finalized by July 2012. A possible extension is being considered under the ILO Australia Partnership agreement.

Purpose, scope and clients of the evaluation

The overall purpose of the mid-term evaluation was to review the project strategy and implementation against the likelihood of achieving project results and to make recommendations. Beyond questions related to effectiveness, however, it also included a series of questions related to relevance, design, management, impacts and sustainability.

Main clients: ILO Regional Office Bangkok & Government of Australia

Main audiences: Project donors, ILO and project staff. Constituents, stakeholders and partners in project countries

Methodology of evaluation

The ToR identified main evaluation criteria and evaluation questions, largely following ILO evaluation standards. Methods used included document reviews, focus group discussions, in-depth interviews and a web-survey. Where possible, interviews were undertaken with both men and women as part of the evaluation process. Stakeholder participation in the evaluation process was overall satisfactory, although time constraints did not allow for optimal coverage. For any further evaluations it is recommended that an evaluation team is put together combining international and national consultants to allow for more in-depth assessments. Overall, evaluation norms and standards were sought adhered to in terms of ethics and independence.

Main Findings & Conclusions

Key findings

Overall	The project is overall considered successful in “trail-blazing” the Green Jobs agenda at both regional and national levels, yet also requires a longer time-frame to make effective use of windows of opportunity in terms of country ownership and capacity, green jobs creation and policy mainstreaming
Relevance and strategic fit	The project objectives respond to critical needs and challenges at both regional and country levels
Validity of design	<p>Changing perceptions and conditions justify the need for a strategic re-orientation and fine-tuning of the project and its intervention strategy at both regional and country levels</p> <p>While the three-pronged approach of capacity, policy and sectoral interventions is considered valid, underlying assumptions about timing, the relative weight of components and the internal coherence of the intervention logic and assumptions about the sequence of activities need to be revisited. There is a specific need to better tailor design and planning to country-specific needs and readjust the nature and relative importance of different components</p> <p>There is a need to consolidate more technical and human resources in the country projects given the level of ambition and the complexity of working this new policy area in order to make effective progress on project objectives and concentrate resources for upscaling within key sectors</p> <p>Working in 4 different sectors across the region offers good potential for diversified learning, yet also harbours the risk of diluting technical focus and the potential for comparison and exchange between countries</p> <p>The scope of the sector approaches in the 1st phase remained relatively narrow and there is a need to identify and implement scaling-up opportunities and specific outcome indicators in follow-up work.</p>
Project progress and effectiveness	<p>Upon a slow start, the project is demonstrating hands-on progress in taking up Green Jobs challenges at the country level combining capacity building, policy dialogue and sector-specific interventions in a new policy area</p> <p>The project has been somewhat delayed in terms of overall implementation, yet the intensity of activities increased sharply by mid-2011 and major outputs are expected to be delivered in time</p> <p>Given the stage of implementation and the in hindsight unrealistic time frame, transformation of outputs into sustainable outcomes and adequately</p>

	<p>achieving immediate objectives in terms of expected change would benefit substantially from a lengthier time frame</p> <p>Immediate objective 1 concerning Increased capacity and access of ILO constituents and national partners to reliable source of data and information on green jobs is yet to be achieved fully and a systematic manner, although progress is being made.</p> <p>While progress is being made in terms of capacity building of constituents and information access, this is yet to be consolidated at a level where green jobs dialogues are fully independent from project or where a systematic approach for Green Jobs country assistance programs has been consolidated.</p> <p>The project has, in some cases, triggered policy wording and development on green jobs through not only social and labour policies, but equally wider environment and development policies</p> <p>Participating countries are only having preliminary policy discussions and yet to have developed policy elements, for shifting to a job-centred and gender sensitive green economy</p> <p>While demonstration projects are widely supported, there is a need for more specifically articulating what is to be demonstrated, when, for whom and how.</p> <p>There is need to gather outcome data systematically and critically draw lessons learned about the relative importance of pilot projects</p>
<p>Adequacy and efficiency of resource use</p>	<p>Working in 5 countries in a new policy area has limited the levels of financial resources available for sector-wide demonstration approaches.</p> <p>There is a need to increase human, technical and financial resources at the country level in order to allow for the scaling-up and consolidation of project results. This may build on on-going efforts to tap into local and regional partnerships and resources.</p>
<p>Effectiveness of management arrangements</p>	<p>The relative lean management structure and broad range of activities of the project involve high reliance technical advisory support services</p> <p>Growing interest in Green Jobs, while a success factor, also carries the risk of diverting attention away from core objectives</p> <p>There is a need to free up national coordination time and devolve management responsibilities in a more decentralized implementation structure</p> <p>There is a need to strengthen country level monitoring and reporting including the communication of project outputs, results and material in national languages.</p> <p>There is an urgent need to complement current “delivery pressure” and communicate clarified follow-up arrangements to the current phase both</p>

	<p>internally and externally</p> <p>Current M&E system is mainly expenditure and output oriented, and is in need of strengthening in terms of project outcomes and regional level activities</p> <p>There is considerable potential in terms of operationalizing country ownership combining traditional management roles (advisory committees and task force membership) with complementary implementation roles in the 2nd phase</p>
Impact orientation and sustainability	<p>Country projects are starting to show impact in terms of raising central level constituent awareness and spearheading national debates in relation to green jobs, yet more needs to be done in terms of wider membership</p> <p>As the project is building up green jobs potential by achieving buy-in and broader awareness about national action scenarios, there is a need to consolidate what specifically can be achieved at both regional and country levels in the immediate term and long-term with other actors.</p> <p>There is a need to further articulate the strategic contribution of the project and the ILO offices in relation to wider climate change mitigation and adaptation goals and strategies building on initial achievements.</p> <p>As the current phase is ending, there is a major risk that gains made at both institutional, policy and technical partnership levels will rapidly be lost if ILO with the support of donor partners does not consolidate and sustain support in the medium term.</p>

Recommendations & Lessons Learned

Main recommendations

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

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

Lessons Learned

1. While the systematic approach promoted is necessary to Green Jobs creation in the long-term, adaptive management is fundamental in the short-term
2. Working on new issues require high investments in technical, human and learning resources to function effectively.
3. Demonstrating green job creation or transformation require longer time frameworks compared to conventional projects
4. The importance of broadening the circle of policy decision makers from “only” working with tri-partite social partners to also include environmental, planners and other actors.
5. Hands-on sector specific issues and concerns are fundamental vehicles to ground the Green Jobs agenda in national realities and sector specific concerns
6. Building constituent capacity in relation to green jobs is a long-term process requiring both general awareness raising and learning by doing processes
7. Achieving progress on green Jobs benefits from working both with constituencies and expanding partnerships with non-traditional partners.
8. Given the wide scope and continuous discussions at both global and local levels about the meaning of Green Jobs, identifying and selecting specific or intermediary impacts are also important communicative devices
9. Green Jobs is a cross-cutting issue that is relevant to all ILO areas of work

Good practices

1. Adopting a multi-pronged approach combining capacity building, policy and hands-on technical work offer distinct windows of opportunity to promote Green Jobs
2. The unique approach of having a Senior Specialist on Environment and Decent Work within the regional office is proving critical to back-stop the ILO project and provide feedback to constituencies
3. The relatively strong emphasis on bringing in a gender perspective is generating new understandings of gender aspects of Green Jobs
4. Green Jobs is substantially recognized as part of the ILO Agenda in the Asia & Pacific region

2. Body of Report

2.1 Project Background

This Green Jobs in Asia (GJA) project is funded by the AusAID under the Australian Government-ILO Partnership Agreement 2010-2015 (the Partnership Agreement). Executed by the ILO ROAP, it seeks to deepen ILO constituents understanding and commitments for the promotion of gender sensitive green jobs opportunities and a just transition for workers and employers towards a low-carbon, climate resilient, environmentally friendly development.

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2. Green jobs mainstreamed in national labour and social policy of participating countries;
3. Strengthened framework for green jobs employment promotion in specific sectors in four countries.

The project is being implemented in Bangladesh, Indonesia, Nepal, Philippines and Sri Lanka from August 2010 to June 2012. It builds on prior work of the ILO to promote Green Jobs in the region undertaken in 2008 and 2009 in China, India and Bangladesh. The rationale to work in five countries was to reach out as broadly as possible. In the case of Bangladesh, there was already a pilot basis to build on. Sri Lanka had made a written request for assistance, whereas there was also strong CO interest in Indonesia combined with supportive policy environment to address climate mitigation measures. Both Nepal and Philippines were identified as high potential countries.

The project combines knowledge generation, capacity development, policy reform and sector-specific interventions in four out these five countries. In Bangladesh this involves green jobs creation in the renewable energy sector with focus on solar home systems technicians. In the Philippines it is focused on sustainable building materials, the social housing sector and green jobs in resettlement areas. In Indonesia, focus is on the tourism with a field focus on ecotourism and homestays. In Sri Lanka, efforts target waste management and occupational safety and health promotion in both the formal and informal sectors.

2.2 Evaluation Background

The overall purpose of the mid-term evaluation was to review the project strategy and implementation against the likelihood of achieving project results and to make recommendations. Beyond questions related to effectiveness, however, it also included a series of questions related to relevance, design, management, impacts and sustainability.

While contractually a mid-term evaluation of the first phase of the Green Jobs in Asia project, it was undertaken towards the end of the phase, and was requested to:

- determine the progress of the project vis-à-vis the approved log frame and work plan in terms of objectives, outputs activities; inputs, budget and timelines and
- determine whether the project should be scaled up and/or extended beyond June 2012 and/or identify good practices and lessons learned for future use by project stakeholders in implementing similar or related initiatives
- identify project implementation gaps and provide recommendations on how to improve the project strategy outputs and activities

I

Initial introductions were made by the ILO regional evaluation manager. The evaluation itself was managed by the regional Senior Specialist on Environment and Decent Work as an internal evaluation undertaken by external independent consultant. The project evaluation was initially postponed given some implementation delays and was eventually confirmed February 1 followed by accelerated fieldwork planning to accommodate calls for field-visits in two countries (Bangladesh and Indonesia), interviews and evaluation tool development along with report delivery by end March. Given the very tight schedule, this required rapid adaptation, which could have benefited from time to follow usual evaluation time frames. Given these pressures, it was not feasible to organize national stakeholder workshops, however, tri-partite consultations were undertaken in all countries as well as keeping the web-survey broad.

Operational sequence:

1. Evaluation hiring process, January
2. Confirmation, February 1
3. Evaluation preparations, February 1 to February 11
4. Mission to Indonesia and ROAP, Bangkok, February 12 to February 23
5. Web survey, February 28 to March 15
6. Interviews, February 24 to March 21
7. Mission to Bangladesh, March 11-17
8. First draft provided, March 23, 27

Main clients: ILO Regional Office Bangkok & Government of Australia

Main audiences: Project donors, ILO and project staff. Constituents, stakeholders and partners in project countries

Name of evaluator: Mr. Peter Bille Larsen, Independent Consultant

Name of evaluation manager: Mr. Vincent Jugault, Senior Specialist

2.3 Acknowledgments

This evaluation benefited from the support and guidance of Mr. Vincent Jugault and the numerous hosts in the Djakarta, Bangkok and Dhaka offices during field visits and coordination meetings. I should like to thank Ms. Pamornrat Pringsulaka for facilitating initial contact as well as the overall support to the evaluation process offered by ILO ROAP Regional Director Ms. Sachiko Yamamoto.

I particularly want to thank the Green Jobs in Asia project team. In Bangkok this included Mr. Matthew Hengesbaugh, Mr. Chet Thaochoo and Ms. Tran Trang. In Indonesia, particular thanks are sent to Mr. Mr. Peter Van Rooij, Mr. Muce Muchtar, Ms. Natalia Christina and numerous others. In Bangladesh, I should like to thank Mr. André Bogui, Mr. Nabi Khan and Ms. Farida Shahnaz as well as Mr. Anisur Rahmam Mondal. Equal thanks, although we were not able to meet face to face this time are sent to Mr. Donglin Li and Ms. Shyama Salgado in Sri Lanka, Ms. Concepcion Sardaña and Ms. Carmen Baugbog in the Phillipines and Mr. Nabin Kumar Karna in Nepal. Last but not least, this evaluation relied on the strong commitment and dedication of ILO constituents in countries visited and solicited for participation in the evaluation process.

2.4 Methodology

The ToR identified main evaluation criteria and evaluation questions for the evaluation (see appendix 1). These criteria followed ILO evaluation standards, namely:

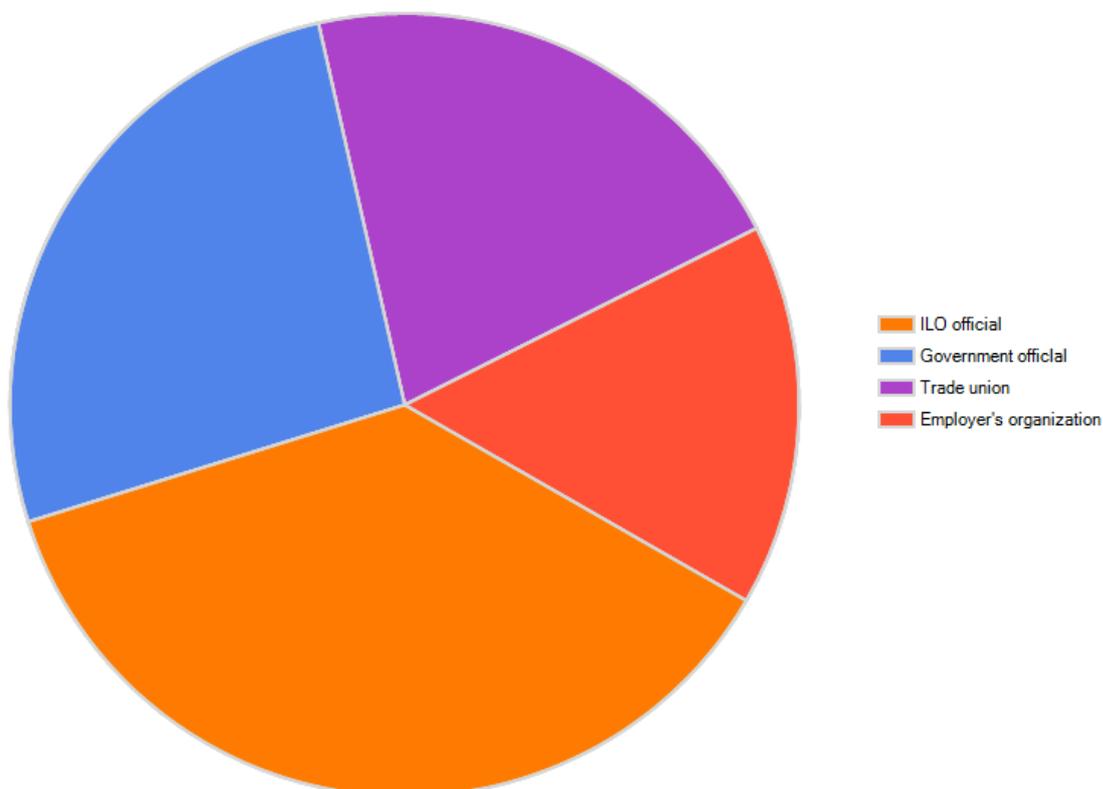
- Relevance and strategic fit
- Validity of design
- Project progress and effectiveness
- Adequacy and efficiency of resource use
- Effectiveness of management arrangements
- Impact orientation and sustainability

Methods used included document reviews, focus group discussions, in-depth interviews and a web-survey (see appendix) given the time and resource constraints making it impossible visit all countries and engage with all relevant stakeholders through interviews. Representativity was not expected from the web-survey sent to constituents and ILO staff at the national level, yet findings from the roughly 18 respondents are used to generate discussion in the evaluation document.

In some cases, the survey in its printed version (due to limited internet access) was used to generate discussions and prepare the ground for interviews (e.g. Philippines, Sri Lanka, Nepal and Bangladesh).

Distribution of web-survey respondents

Please indicate which category you belong to.



Field visits were undertaken in Indonesia and Bangladesh given the concentration of budgetary commitments and activities in these two countries.

Appendices provide a list of people interviewed. The independent nature of the evaluation was emphasized and in Indonesia an independent interpreter was provided, while requesting ILO staff and consultants to step outside during meetings and FGDs. In Bangladesh, a project consultant accompanied the evaluator during interviews. In both countries visited, interviews were undertaken with some project beneficiaries. This was not possible in the three other countries. Where possible, interviews were undertaken with both men and women as part of the evaluation process. Stakeholder participation in the evaluation process was overall satisfactory, although time constraints did not allow for optimal coverage, nor for the organization of national stakeholder workshops and feedback sessions of the results. It should be noted that political turmoil during the field visit in Bangladesh would have made it very difficult in any case.

For any further evaluations it is recommended that an evaluation team be put together combining international and national consultants to allow for more in-depth assessments of field activities and preliminary assessments of project impacts. Overall, evaluation norms and standards were sought adhered to in terms of ethics and independence.

3. Main Findings

The project responds to a major economic and employment policy agenda emerging in the Asia Pacific, and created the space and building blocks for participating countries to start a learning by doing process to flesh out national approaches and experiences. It is equally serving, as outlined further below, as a major platform bridging work between ILO, its constituents as well as non-traditional partners engaged in greening the economy. The evaluator is fully supportive of continuing this trail-blazing initiative, which in many brings the ILO and the partnership into a challenging frontier area, while engaging its constituents and a whole new set of actors for whom the Asia Pacific Decent Work in general and Green Jobs in particular is generating new both policy and development practice challenges.

Key finding 1: The project is overall considered successful in “trail-blazing” the Green Jobs agenda at both regional and national levels, yet also requires a longer time-frame to make effective use of windows of opportunity in terms of country ownership and capacity, green jobs creation and policy mainstreaming

Good practice: Adopting a multi-pronged approach combining capacity building, policy and hands-on technical work offer distinct windows of opportunity to promote Green Jobs

Recommendation: ILO and the Australian government are recommended to rapidly agree upon a roadmap to explore follow-up possibilities to stabilize management arrangements, while putting in place sustainability plans

3.1 Relevance and strategic fit of the regional project

In the overall context of both climate change mitigation and adaptation and the related socio-economic changes, the policy focus on green jobs is both coherent and widely adhered through numerous policy statements. This ranges from Indonesia’s voluntary mitigation commitments and engagement in REDD+ arrangements to the massive vulnerability and adaptation challenges faced by Bangladesh.

“Recognizing the importance of avoiding or minimizing negative impacts of response measures on social and economic sectors, promoting a just transition of the workforce, the creation of decent work and quality jobs in accordance with nationally defined development priorities and strategies, and contributing to building new capacity for both production and service-related jobs in all sectors, promoting economic growth and sustainable development”
“Cancun Agreements” CoP 10

One could also add a range of other environmental issues whether linked to poverty or economic growth concerns in the region.

Alignment with national development strategies

	Bangladesh	Indonesia	Nepal	The Philippines	Sri Lanka
Contribution to National Development Priorities	<p>Sixth 5 Year Development Plan (2011-2015) references 5 sectors for low-carbon development to pursue an environmentally sustainable development process.</p> <p>Climate Change Strategy and Action Plan (2009) promotes low-carbon development pathways through the use of renewable energy whilst supporting livelihoods and job creation (women entrepreneurs)</p> <p>Renewable Energy Policy 2008: RE resources to be developed to meet 10% of national demand for power by 2020.</p>	<p>National Development Priorities of Government of Indonesia: pro-growth, pro-jobs, pro-poor, pro-environment through promotion of green jobs</p> <p>Indonesian commitment to reduce GHG by 26% and up to 41% with international support</p> <p>Statement by Indonesian President at 100th International Labour Conference (June 2011) to “advance a national green skills development strategy”, plan to “pursue a decentralized youth apprenticeship programme for GJ and take measures to foster entrepreneurship and self-employment in the green sector”</p>	<p>Three-Year Development Plan (2010/11 – 2012/13) is an employment-centred plan (revision of employment and sectoral policies and implementation of sustainable employment programmes are at the heart of this plan)</p>	<p>Philippine Development Plan 2011-2016 highlights promotion of opportunities for, and access to, decent and productive employment, with particular reference to green technology and jobs creation in socialized housing</p>	<p>Mahinda Chinthana: Vision for a New Sri Lanka - Ten Year Horizon Development Framework emphasizes sustainable development</p> <p>The National Action Plan for Haritha Lanka Programme focuses on waste management, greener cities, and addressing climate change.</p>

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In overall terms, carving out a distinct project-cum- policy space for the ILO to address the interface between employment creation, decent work and climate change is being called for by its constituents. Take for example, how “Promoting greener growth and green jobs, consistent with maintaining economic and social sustainability” was agreed upon as a national policy priority for the Asia and the Pacific Decent Work Decade till 2015¹. These included:

¹ ILO 15th Asia and the Pacific Regional Meeting, Kyoto, Japan, 4–7 December 2011

1. Efforts to address the greening of our economies hold great potential for increased opportunities for DW (C.22)
 2. Working to ensure that DW and full employment are at the heart of policies for strong, sustainable and balanced growth and inclusive development (31);
 3. Promoting a well-designed transparent, accountable and well-communicated regulatory environment for business, including regulations that uphold labour and environmental standards (C. 40);
 4. Promoting greener growth and green jobs, consistent with maintaining economic and social sustainability (C. 51);
 5. 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);
- (source: APRM.15/D.3)

On a more country-by-country basis, the GJA projects all reveal substantial interest in mainstreaming and taking up green jobs in DCWPs and thematic programming.

Linkages with Country Decent Work Programmes

	Bangladesh	Indonesia	Nepal	The Philippines	Sri Lanka
DWCP linkages	<p>BGD101: Improved skills training and entrepreneurship for enhanced employability and livelihoods</p> <p>Draft DWCP (2011-2015)</p> <ul style="list-style-type: none"> - Green Jobs is integrated in DWCP under: (i) increasing employability (Outcome 1); (ii) Priorities and Outcome Measuring Indicators (Increased labour strategies for increasing green jobs); (iii) Strategic Activities (awareness raising programmes on GJs) - Tripartite consultation on DWCP held on 13 December 2011. 24 participants (10 from constituents and 10 from ILO), including representation from Trade Union, Ministry of Labour and Employers, and other relevant stakeholders - Follow up consultation will take place (time TBD) 	<p>IDN 152: Social Dialogue for Economic Growth & Principles and Rights at Work; and Employers and unions through bipartite cooperation achieve results on labour market flexibility and job security</p> <p>Draft DWCP (2011-2015)</p> <ul style="list-style-type: none"> - Expected to be finalized by end of 2011. GJ is an output under the DWCP priority 1 (Employment creation for inclusive, productive and sustainable growth). Green Jobs is also mainstreamed in other DWCP priorities and/or country program outcomes 	<p>NPL127 & NPL 803: Improved policy coherence supporting increased availability of decent job opportunities; & increased capabilities of employers' and workers' organisations to participate effectively in the development of social and labour policy.</p> <p>Current DWCP extended another 2 years (2008-2012). Consultation for new DWCP to be in mid 2012, covering 2013-2017 (tbd). GJ expected to be under the DWCP Indicator "Number of tested employment strategies and tools available for replication by 2011"</p>	<p>PHL 101 & PHL 104: Promoting investment in the green economy toward generating more sustainable, green jobs; pursuing investment that provide jobs for vulnerable groups including the youth, informal sector, women and rural workers.</p> <p>Draft DWCP on-going under the process: UNDAF (01.2011) – Green Jobs Road Mapping parallel to the National Labour Employment Plan (01.2011) – DWCP (1st quarter 2012)</p>	<p>LK 103: Improved tripartite cooperation on initiatives linking job security, productivity and competitiveness</p> <p>New DWCP to be drafted Q2 2012. Tripartite consultations expected to commence in mid-2012.</p> <p>Green jobs policy review ongoing</p>

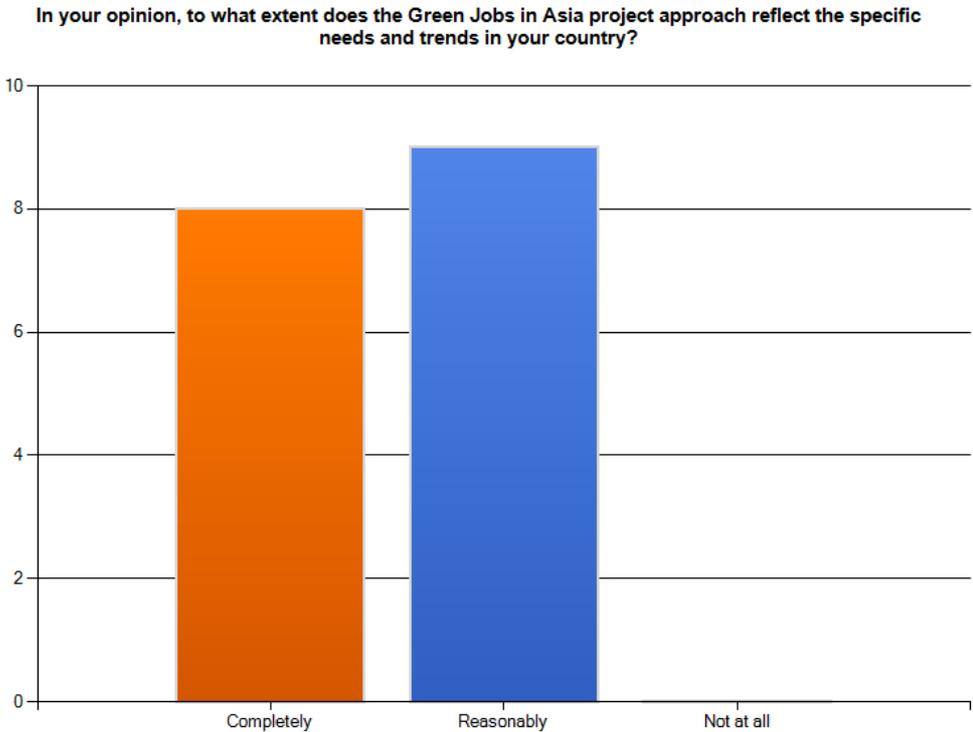
Green Jobs in Asia Project – Project Status Brief (February 2012)

This is done in different manners reflecting national opportunities, but essentially confirms the immediate relevance of GJA project inputs into wider programming². Both Ausaid and Deewr observed very high levels of coherence when interviewed, even emphasizing important lessons learned from the project in terms of opening new policy spaces. In overall terms there was wide satisfaction in terms of project alignment with major objectives of the Australian partnership agreement.

Shared Partnership Objectives

Shared objective 1 – To work together to advance the Decent Work Agenda of the Australian – ILO Partnership Agreement (2010-2015)	Shared objective 2 – To work together to assist developing countries in Asia achieve full and productive employment and decent work to advance the MDGs	Shared objective 3 – To build public awareness of the outcomes of the Australian Government – ILO partnership
Ex: Decent work defining element of green jobs approach in all countries + regional level work	Ex: Promotion and demonstration of tangible green jobs creation in new sectors	Ex: Clear communication lines with Canberra + country missions in terms of both channels and outputs

The web-survey essentially confirmed a reasonable to high degree of relevance.



(Web survey results, the author)

² That being said, one may imagine GJ programme mainstreaming in the long-term moving towards a more comprehensive review from the current component based approach.

Overall, there was also wide support to the specific sector interventions and demonstration projects in terms of relevance. Whereas the partnership agreement spoke of “energy efficiency, renewable energy, recycling, and the management of natural resources”, demonstration projects address renewable energy (solar), recycling (waste) energy efficiency (housing) and tourism (indirectly linked to resource management). This being said, the concept note is somewhat ambitious in speaking of direct contributions to emission reduction and enhancing adaptive capacity. As countries move from overall commitments to operational mitigation and adaptation specifying actual levels and types of contribution will be important to avoid the risk of losing actual focus.

Key finding: The project objectives respond to critical needs and challenges at both regional and country levels

3.2 Validity of design

The final regional project document was provided at the end of the evaluation. The core document used throughout the project was the concept note along with country project documents/ demonstration project concept notes (depending on the country).

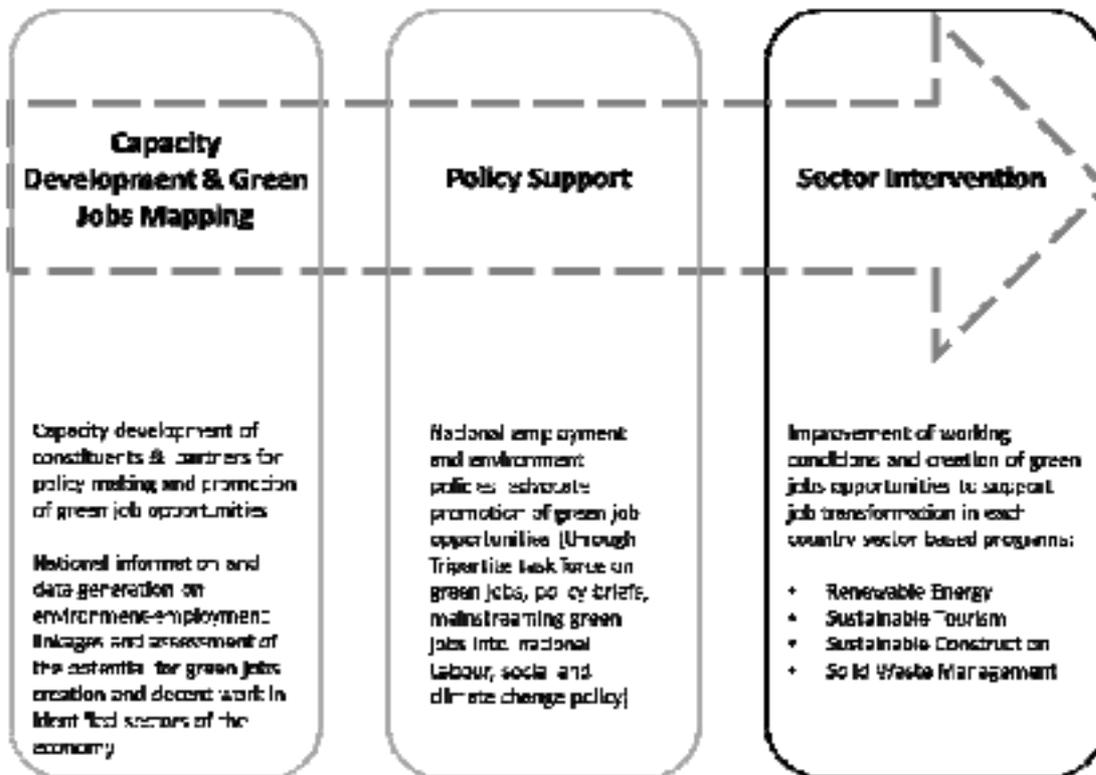
Initial project design involved combining capacity building, policy level work and hands-on technical cooperation in different sectors. The three-pronged approach fleshed out in the concept note approved under the ILO Australia Partnership agreement was in overall terms perceived as valid. It builds on the assumption that constituent capacity will generate commitment and policy change ultimately reflected in technical cooperation demonstration.

Many actors confirmed the importance of combining hands-on activities with policy level action. Project objectives have been kept similar across participating countries except for Nepal, which did not have the demonstration component. This has generally meant individual countries reporting to a regional format rather than consolidating country-specific project concepts to work through. The overall thinking feeding into initial design approach involved reaching out and sensitizing widely in many countries about green jobs recognizing that the concept often met questioning or lack of understanding among constituents. Interviews indicate that this underlying assumption has now changed, and there is a growing call for ability to demonstrate the economics and practical implications of Green Jobs no longer at the level of ideas, but on the ground.

Key finding: Changing perceptions and conditions justify the need for a strategic re-orientation and fine-tuning of the project and its intervention strategy at both regional and country levels

Such changing conditions would seem to warrant a strategic re-orientation of the overall regional approach. As indicated elsewhere in the report, this may involve reducing the number of countries, while scaling financial and technical resources up at the country level. It may also more fundamentally involve rethinking the intervention logics and what it takes to make it operational.

Intervention logic



(Green Jobs in Asia, Status Brief 2011).

Thus it was in overall terms quite clear that the ideal type sequence of moving from study over capacity building and policy development towards sector intervention rarely reflected actual practice.

Lesson: While the systematic approach promoted is necessary to Green Jobs creation in the long-term, adaptive management is fundamental in the short-term

In virtually all cases, except where previous studies were in place, research design, data collection and analysis has involved lengthy time frameworks typically forcing country project teams to advance capacity building and implementation of demonstration activities before studies and mapping exercises were finalized. In similar terms policy work involve very different time frameworks, which in practice have followed parallel tracks rather than preceding the design and implementation of sectoral intervention due to the delays generating evidence-based analysis. The current intervention logic in the policy field also needs to build on the current ad hoc “opportunity-driven” logic. There is, in this respect, a need for revisiting the design of policy support modalities³ and channels. In terms of capacity building, arguably a core activity of the project, the intervention logic is one of building capacity through

³ While the project regionally seeks to track policy changes systematically by through a matrix identifying green policy changes within different countries, there are e.g. no benchmarks. More fundamentally, the assumption that GJ committees or task forces will generate policy change based on evidence can be discussed and complemented with a more strategically driven process in terms of specific outcomes and the processes, outputs and partnerships needed to achieve them.

foundation training and national meetings. In most countries the full potential of using demonstration projects as hands-on learning fora for constituents was not fully mobilized. This creates somewhat of discrepancy between the ambitious capacity objectives for social partners and what can be expected from relatively short training modules. There is an understanding of this in the project team, and a firm intention to integrate other capacity building components.

Demonstration logics were not always clear or articulated enough in terms how to generate wider outcomes. This e.g. concerns the assumption between the creation of new green standards and products and expected change and sustainability⁴. In fact, beneath the surface of replicating common overall objectives and a shared intervention logic, each country has engaged in *de facto* reworking localized intervention logics that would work within the given time frame. This has also meant evolving ideas on the ground in terms of refining objectives, prioritizing components and allocating budgets. This could indicate that more preparatory time to flesh out the regional project approach and project document could have been useful. This was e.g. apparent in changing formulations of immediate objectives. While strategic thinking, adaptative design and outcome orientation is found at both regional and national levels, this needs to be reconsolidated and expressed more clearly in terms of revisiting assumptions, risks and benefits of the different intervention logics, while reconfiguring the regional project document for a possible 2nd phase.

Key finding: while the three-pronged approach of capacity, policy and sectoral interventions is considered valid, underlying assumptions about timing, the relative weight of components and the internal coherence of the intervention logic and assumptions about the sequence of activities need to be revisited. There is a specific need to better tailor design and planning to country-specific needs and readjust the nature and relative importance of different components in a possible 2nd phase

Recommendation: the project in the short term should use the evaluation to take stock and conduct a strategic planning and prioritization exercise at both regional and country levels in order to adjust objectives, outputs and secure balanced budgets

Recommendation: 3. The project should use the strategizing space in the short-term to rework project documentation including the development of a consolidated set of outcome indicators at both regional and country levels for an possible 2nd phase

The ambition of replicating this intervention logic in five countries working in four different sectors (without regional staff located in neither of the pilot countries) may in retrospective be considered somewhat unrealistic and having forced the project to spread thin considering the:

- high level of ambitious objectives for a distinctly new policy area (compared to “well-known” ILO policy areas)
- initial questioning by some constituents
- The time constraints till now

⁴ Take the example of green homestays, in Indonesia. While it is argued that green homestay standards would allow for investments in and connect to demands for green homestays locally (and thus employment), this was not rendered explicit and not adequately understood by all project partners. At the national level, it was not clear to what extent modalities were tailored to be taken up and mainstreamed by provincial and national authorities. These concerns have reportedly been addressed in a recent follow-up mission (March, 2012).

- The limited internal and external human resource pool to build on
- The financial and technical constraints
- Initial investments to get the project running

Lesson: Working on new issues requires high investments in technical, human and learning resources to function effectively.

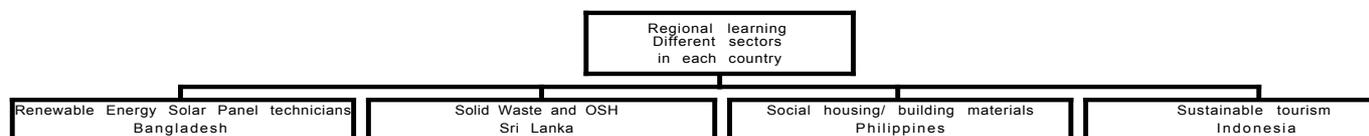
Many country level staff mentioned the challenge of carving out policy space compared to other highly-funded country level initiatives in their countries.

Key finding: There is a need to consolidate more technical and human resources in the country projects given the level of ambition and the complexity of working this new policy area in order to make effective progress on project objectives and concentrate resources for upscaling within key sectors

Recommendation: a further 3,5 year time frame is recommended with a substantial increase of funding for five countries or alternatively the similar funding level is retained, yet with a reduced number of countries. If countries are phased out, sufficient time and resources for adequate phasing out is recommended

The regional project opted for a model of engaging in one different sector in each of the project countries (except Nepal).

Sector approaches



The underlying logic was to diversify the portfolio to generate experiences from different sectors related to Green Jobs. This generates a good potential for a broad set of lessons, yet the risk with the model is spreading human and technical resources thin compared to regional projects operating similar sectors. The choice of sectors in the design phase involved varying degrees of consultation.

Key finding: Working in 4 different sectors across the region offers good potential for diversified learning, yet also harbors the risk of diluting technical focus and the potential for comparison and exchange between countries

In the four countries with sector demonstration, it was also clear that while project documentation refers to sectors at large (sustainable tourism, solid waste management, renewable energy, social housing), pilot projects were generally of a more modest scale focusing on a specific sub-sector, targeting a limited amount of people, dealing with one specific aspect or working within one specific administrative unit. The choice of working in specific focus areas was justified as an attempt to programme realistic outputs within the given time frame, while aiming for sustainability through promoting a “standards” approach. In Indonesia, for example, 1 out of three ASEAN standards (home stays) was selected, just as

selected green products were chosen in the Philippines. There seems to be an assumption that the current scaling-up approach involves “rolling out” modules or models that have been implemented or that sustainability derives from the adoption of new standards. It was, however, also found that complimentary approaches are needed in order to fully reflect the potential and needs in the respective sectors.

Key finding: The scope of the sectoral approaches in the 1st phase remained relatively narrow and there is a need to identify and implement scaling-up opportunities and specific outcome indicators in follow-up work.

Recommendation: 5. That the constituents strategize about the selection of sectors and how to scale-up and address sector-wide Green Job opportunities and challenges in a prioritized manner..

3.3 Case study review of country project implementation

The review of country project implementation is here concentrated on the two countries visited (Indonesia and Bangladesh). Brief information about Nepal, Philippines and Sri Lanka based on interviews undertaken and feedback from the web survey are also included. This is in no ways indicative of granting less importance to the experience in the three latter countries, but rather reflects the data limitations of the evaluation.

3.3.1 Indonesia

The Indonesia sub-project official started in August 1 2010 and operated with a 608.621 USD budget (by far the highest among the participating countries) focusing on sustainable tourism as the intervention sector for objective 3. The evaluation field visit took place from February 13 to February 20 involving interviews in Jakarta and a field visit in Eastern Java (Surabaya and Bromo).

Relevance/ Strategic fit

The overall goal to deepen constituent understanding to green jobs is highly relevant in the Indonesian context. Not only does Indonesia play a critical role in the broader development of forest management-based mitigation strategies (REDD+), the Indonesian Prime Minister had flagged the importance of Green Jobs and a “carbon, climate resilient, environmentally friendly development in Indonesia” at the International Labour Conference⁵. Interviews with the CO, revealed how Green Jobs were being firmly integrated in the broader Decent work programme planning including emphasis on sustainable enterprises and decent jobs. Outside the ILO framework, Green Jobs served as a vehicle to engage with the UNDAF framework on climate change and the environment as well as with the National Climate Council with whom an MoU was being developed not least in terms of supporting the Indonesia Climate Change Sectoral Roadmap (ICCSR). In terms of tourism, the sector is seen perceived as vulnerable in need of adaptation for certain areas rather than a mitigation issue (BAPPENAS 2010). On the other hand, eco-tourism is seen as high-potential in terms of creating green jobs (Jarvis, et al. 2011: 11), and thus potentially an entry point to green jobs more fundamentally. From a climate mitigation perspective, Indonesia is particularly known globally for its voluntary emission reductions involving both industry (energy) and land-based approaches (e.g. REDD+). Indeed, the project team members facilitated groundbreaking work in this respect within the broader UN family, yet constituents eventually opted for the focus on tourism.

Design

The specific country project document developed roughly reflects the regional project concept essentially retaining the same objectives. The country project document does, however, not render explicit the strategic approach taken at the country level. Instead objectives are listed as the project strategy (p.9, country concept). Yet how to achieve these objectives has tended

⁵ “In Indonesia, we intend to advance a national green skills development strategy. We plan to pursue a decentralized youth apprenticeship programme for green jobs and take measures to foster entrepreneurship and self-employment in the green sector”, the 100th International Labour Conference (06.2011), the Indonesian President

to remain implicit. As a result it is, for example, not clear how the project intends to move from on-going activities to the wider climate change context. There is a need to further articulate how the project in practice assist to its “main goal... shifting to a low-carbon, environmentally friendly and climate resilient economy that helps accelerate the jobs recovery, reduce social gaps, support development goals and realize decent work.” This is not to say that the project does not operate with a strategic approach and intervention logic. It does. Yet, more careful wording and design of project activities, outputs and how they link up with its main goal and objectives is needed (a point equally valid in other countries). While much emphasis rightly is put on Indonesia’s mitigation goals in the background description, far more explicit attention as to how links are made with national and local government mitigation strategies could be considered. This would e.g. be important to clarify in relation to the the tourism sector interventions and the choice of priority sites. Substantial work is for example done in relation to low carbon development strategies (Kalimantan, for example) using spatial planning tools, which offer important opportunities in this respect. Unfortunately, it was not possible to meet the National Council on Climate Change or MoE during the field-visit allowing for a more clear discussion in this respect.

Project implementation

Objective 1. In terms of increased access to reliable source of data and information on green jobs, it was considered well underway and previous questioning of the concept had been reduced. National workshops, informal discussions and the “foundation training” provided to partners about green jobs were widely appreciated, yet considered insufficient in a long-term approach to flesh out the complexity of green jobs. Constituents had been informed about core issues, yet interviews across the line of state organizations, employers, trade unions and other partners and beneficiaries still revealed highly varying notions of what green jobs are. For some employers interviewed it equalled “green production”, for one worker it was all about OSH, while in the tourism sector, it seemed to equal eco-tourism potentially neglecting the wider tourism sector. Whereas the project strategy emphasizes building solid documentation as a first step, it has in practice been reversed as data, due to substantial delays, notably the green jobs mapping is only now starting to produce results. Compared to the initial desk review produced by GHK, ILO has become more actively involved in the process by organizing focus-group discussions within 8 subsectors (6 out of 8 held during fieldwork/ results not yet available). Upstream economic modelling was also elaborated to explore employment impacts of the green economy involving collaboration with ILO HQ on technical aspects. Similarly, training of constituents was also delayed till relatively late in the process, thus not forming the planned role to inform selection of intervention sectors. It was also noteworthy that only very limited use was being made of the regional Community of Practice on green jobs (thus not yet serving its purpose as a useful knowledge access point).

This being said, the combination of training was adequate in terms of building basic participation in the Green Jobs Program. What may be explored in future strategizing relates to how to consolidate participation in the sectors, as initiatives are scaled up from micro-interventions to broader GJ strategies for a given sector.

Objective 2: In terms of mainstreaming Green Jobs in social and labour policies, the national conference co-convened by the Ministry of Manpower and Transmigration in December 2011 was considered a key policy event. It was noteworthy that the Indonesian President at the ILC in 2011 specifically highlighted advancing a “green skills development strategy” and “green jobs for youth”. This was highlighted again by the Ministry of Youth and Sports consultations

in Djakarta confirming the intention to have a milestone in this respect. In the environmental field, the National Climate Change Council has invited the ILO to prepare an MoU essentially to collaborate around a specific task force on green jobs and to assess the employment impacts of climate change. This also confirms the need to reformulate the objective to also include environment and climate change.

Trade unions are developing a policy paper, while employers are looking into best practices. Taken together these are significant achievements in terms of opening windows of opportunity to address core Green Jobs concerns at high levels. Yet, they do not as such equal Green Jobs being mainstreamed yet. Rather the project, despite its limited resources, has made effective use of its position to contribute towards broader agenda setting, including engagement with the environmental sector (notably on climate change matters). It was, indeed, noteworthy that the MoMT representatives requested a joint planning meeting with the ILO to explore how the government could contribute better to a co-funding arrangement from the national budget. Finally, while policy openings were being made use of, work to elaborate policy briefs synthesizing the growing body of documentation and analysis as part of a clear policy strategy was yet to materialize. The strong ownership and integration of Green Jobs in the Indonesian DWCP and links to the jobs pact provide an important basis in this respect. In terms of tourism and green jobs policy aspects, consultants hired by the project were elaborating a “white paper” on sustainable tourism. Far broader than green jobs, it was in the process of being considered by the Ministry for adoption during the field mission. Immediate objective 3: Although the sustainable tourism sector, did not figure among the initial regional sector priorities, it was considered a “low-hanging fruit” in terms of starting up activities. The model involved two pilot sites providing eco-tourism, home stay training and business development services alongside plans to have “models” developed. Core activities involved training of trainers in eco-tourism to be followed by “roll-out”. It was planned also to support/ test 1-2 homestays as part of a broader certification scheme. It was stressed that these were both sites of a government scheme to promote DMO (Destination Management Organizations), and how the ILO support would assist in “promoting new destination areas as new sustainable tourism destinations.” It would eventually be replicated in government-led initiative including 15 Destination Management Organizations. The choice in part reflected what was perceived as a job creation “win win” scenario. Tourism has been identified as a growth sector and promoting home stays and eco-tourism as part of destination management were considered both decent and environmentally sustainable. This can of course be discussed, yet compared to mass tourism and carbon-intensive infrastructure development they do indeed offer potentially less-carbon intensive tourism paths. While the SPROUT also spoke of “Improving the environmental performance, including energy efficiency, of the traditional tourism sector and decent work”, this remained to be articulated in practical terms. During the field visit, no clear analysis profiling the green jobs aspects of eco-tourism and home stay vs. conventional tourism was offered. It does not seem evident, for example, that eco-tourism could replace conventional mass tourism (rather reflecting a distinct niche). The selection of tourism as the sector seemed largely determined on overall perceptions of the importance of tourism in Indonesia rather than a specific climate change mitigation perspective. In terms of Indonesia’s climate change mitigation perspective, other sectors notably forestry through REDD+ hold considerably larger emission reduction potential. Although it was argued that sustainable tourism contributes to Indonesia’s mitigation commitments, this cannot be assumed. While it is suggested in the project SPROUT that eco-tourism contributes to emission reduction, this conclusion is not evident given the presence of mass tourism in Bromo (161.540 visitors in 2009), nor the heavy use of jeeps, nor to mention pressure on forests for fuel-wood etc (Cochrane 1997). Unless explicit green house gas

reduction measures are identified, strengthening “eco-tourism” could in fact do the exact opposite. Green job potential in the tourism sector is essentially related to jobs, which cover efficiency improvements in energy, water and waste systems (UNEP 2011: 418). Interestingly, destination management in tourism has been emphasized as a first step towards transiting to a green economy (UNEP 2011: 419), yet the ILO approach is yet to combine a comprehensive destination greening process, working through local organizations and linking activities in more direct terms to employment. In Bromo, the specific site visited, there was a considerable potential for green job creation working with local Tengger cooperatives and offering tailored training and business development services, which could be mobilized in the remaining months. The current implementation model of training eco-tourism guides (the majority already being guides from neighbouring cities, only a minority coming from local communities) and formalizing guide requirements and certification criteria does not yet fully reflect the DMO strategic requirements. There is good opportunity to undertake a comprehensive identification of green job needs and opportunities at the DMO level as well as taking ecotourism and home stay training to the next stage of implementation together with local cooperative organizations. In this respect, ILO efforts to promote home stay standards are perhaps premature, as the project does not yet have hands-on experience in how to make home stay standards pro-poor and green-job oriented. This being said, in the bigger picture of mass tourism and potentially environmentally damaging investments, Bromo arguably represents a series of very interesting features in terms of job creation, historical infrastructure support and local community benefits. While not unequivocally qualifying as “help to reduce consumption of energy and raw materials, de-carbonize the economy, protect and restore ecosystems and biodiversity and minimize the production of waste and pollution. (Project SPROUT)”, it offers valuable lessons in the field of tourism as well as how to create jobs. Bromo harbours important sustainability lessons, yet these emerge from roughly four decades of tourism to the area as well, not the project in isolation. More fundamentally, there was no clear overall sector approach to green jobs in tourism. This tended to be interpreted broadly both at national and local level as involving “sustainable tourism”. Thus at the national level, policy work involved promoting “sustainable tourism” encouraging the Ministry to adopt a “sustainable tourism policy” based on the White Paper financed by the project (Gunawan 2012). At the local level, although some exploration was reported to have been done in relation to introducing biogas and promoting waste management from a green jobs perspective, overall emphasis involved training on eco-tourism and improving the quality of home stays. It did not specifically involve a shift of workers engaged in high-carbon or environmentally destructive activities to low-carbon environmentally friendly. People trained in Bromo were mainly already tourist guides (mainly from the outside), drivers and home stay owners. Both offered potential to increase social benefits from the mass tourism in Bromo, yet were not per se green job initiatives. While eco-tourism and green home stay training and new standards offered potential environmental improvements, this did not fundamentally allow for demonstrating green jobs change. The project has achieved engaging with both Ministerial and provincial level actors in relation to tourism, yet activities remain centred on broad sustainability questions (environmental sustainability) rather than green jobs per se.

In order to build on this, there is a need to refocus demonstration activities and in more operational terms demonstrate linkages to green jobs. This may e.g. involve working closely with local economic organizations to develop green job plans and tailored support measures for the Bromo site. Local Tengger representatives in Tosari and Ngadisari e.g. mentioned regular demand for new eco-tour services, yet they lacked the tools and language skills to organize such services. While project attention was already being directed towards replicating

the training model in other DMOs in Indonesia, it is recommended that project staff (currently based in Surabaya) concentrate energy on intensifying support to local cooperative and government organizations to develop a green job road maps for the DMO and initiating job creation plans in the next few months (e.g. in terms of ecotourism development). In the medium term, if different investment scenarios highlighting the costs and benefits of investing in Green jobs (tourism infrastructure development favouring community tenure security, local employment options, energy saving, waste management approaches and resources) compared to a “business as usual” scenario in DMO management can be developed this should be prioritized. This can help to feed into upstream greening of destination management (planners and policy makers) for the sites, rather than only downstream greening through training guides and home stay owners.

Tengger tourism providers in Bromo



horse service providers



jeep service providers

What does green jobs approach mean to expansion of tourism (the DMO perspective), while creating new green jobs or rendering existing ones greener? Overall, this raises the need to rethink both what sectors are emphasized in Indonesia as well as what is meant by a sector approach to Green Jobs. Finally, there is a need for explicit strategic attention to green jobs creation in the tourism sector both at national and local levels.

SWOT Indonesia

	Positive	Negative
Internal factors	Strengths	Weaknesses
	Strong support from CO leadership Well-integrated project team in CO / ILO experience Operational structures functioning CO readiness to scale up work on CC mitigation/REDD+	Limited in-house capacity/ reliance on consultants Project and strategic framework need for strengthening Implementation delays in terms of operationalizing task force
External factors	Opportunities	Challenges
	Overall tri-partite commitment and support MoU with CC Council / CC and employment Potential to scale-up work on mitigation Good opportunities at both provincial (East Java	REDD+ processes long-term vs. short-term project framework Project time frame too short High demand for replication before results consolidated at first sites

3.3.2 Bangladesh

The Bangladesh project, operating with a total budget of USD 351,151, combines policy and capacity building work with demonstration project activities in the field of renewable energy, more specifically training and job creation for solar panel technicians. The demonstration project is implemented together with the Grameen Shakti and the Bureau of Manpower Employment and Training (BMET) with an initial budget of USD 188,094 between October 2011 – June 2012. Prior to project, a first Green Jobs initiative funded through regular budget prior to the initiation of the Australian funded project⁶. The Bangladeshi studies, their methodologies and the green job estimates it produced were among the pioneer experiences in this respect.

Relevance and strategic fit

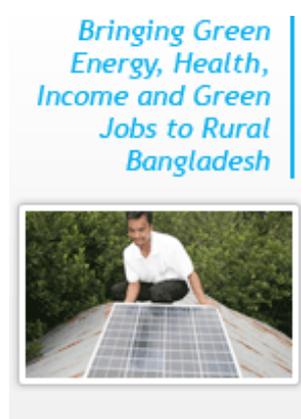
The overall relevance of the initiative in the Bangladesh context was clear reflected in multiple calls for green jobs creation from GO, NGO and multilateral fora. The issue features in the employment pillar of the Decent Work Programme. ILO Bangladesh has been effective in terms of engaging with major national agencies, finance and service providers (eg. IDCOL and Grameen Shakti) as well as multilateral processes (ADB, UNDP, UNDAF). At a global level, the experience illustrates the point made by the The Green Jobs Report (UNEP, ILO, IOE and ITUC 2008) estimating that 6.3 million people could be employed in solar PV by 2030. The Renewable Energy is both a political priority, area of targeted subsidies and a rapidly growing part of the energy picture in the country. A national target to install 2,5 million Solar home systems (SHS) by 2014 had been set. 29 Partnership Organizations (POs)

⁶ While government partners had changed and there was a gap between the two, this first phase of analysis and pilot activities (training of 88 women) offered a starting point for further project development and the kinds of hands-on activities characteristic of the Bangladeshi sub-project compared to the other countries.

of the Infrastructure Development Company Limited (IDCOL) set up by the government were installing 35.000 SHS a month with a certain level of government subsidies. Of those, Grameen Shakti, ILO's partnership organization, was by far the biggest operator. It is also well-recognized across the range of national actors that this SHS scenario needs to be complemented by the training of a skilled staff to install, maintain and repair these systems. The Grameen Shakti director estimated that roughly 1 technician could take of 100 solar panels leading to roughly a total of 25.000 jobs in direct terms discounting additional jobs created.

Strategic design

Overall, the project notably in terms of the demonstration was tailored specifically both to national context and immediate partnership opportunities to trigger rapid action. As other country projects, the core design challenge related to the limited time available for implementation of a highly ambitious set of objectives. "Each objective could have been a separate project", it was noted again highlighting the novelty of the subject matter. Even the successful implementation of the training effort of technicians faced time challenges, despite operating from a relatively consolidated training and curricula foundation. Had the ILO responded to calls for a more ambitious training programme⁷ putting more emphasis on innovation e.g. looking at other solar-related job categories, the need for more extended time frames for demonstration activities would have been even clearer. The opportunity appearing now is to deepen the partnership with BMET, IDCOL⁸, Grameen Shakti and other POs to scale-up. ILO considered itself a smaller player both in terms of national and international partners confirming the importance of narrowing down its strategic focus and contribution in the bigger picture. Grameen Shakti thus for example had its own Green Jobs agenda⁹ covering solar, biogas and other areas.



(From Grameen Shakti web-site)

In terms of the combined focus on both direct interventions (demonstration) and policy work, there was general support to maintain the two-pronged approach. "Seeing is believing" and it was felt by virtually all constituents that there was a need to show tangible results.

⁷ IDCOL e.g. somewhat optimistically called for a comprehensive training plan for the next 3-4 months revealing the immediate shortage from a central perspective.

⁸ IDCOL is currently financing training of its POs would offer a logical entry-point.

⁹ "By 2015, GS targets to reach 2.5 million solar energy systems customers and another 2.5 million customers for biogas and improved cooking stove."

The overall conclusion from discussions with the project team involved a need for a stronger focus, prioritizing project follow-up activities. A project strategy consolidation and country project document design adaptation process is recommended in this respect in order to consolidate a set of shared objectives (with national partners), activities and time-bound outcome indicators, everyone is working towards.

Project implementation

Objective 1: In comparison to other country projects, preparatory studies had already been undertaken in Bangladesh. Follow-up plans involved publishing the studies. In terms of the foundation training, it had been post-poned to April 2012. A national conference with high level presence and media coverage had been held in September 2011. Although there was some mentioning of agencies accessing Green Jobs information through the web-site (and the community of practice), consultations with social partners did not reveal any use or membership of the community of practice. None of the officials or trade unionists interviewed were members of the regional community of practice. Overall there was a perception of low capacity among trade unions, although there was a clear understanding of the emerging green sector – and the importance of organization and the broader decent work agenda. It, for example, appeared that unions in Bangladesh faced difficulties in accessing workers and promoting social dialogue and collective bargaining in the renewable energy sector including with ILO technical partners. On another level, there was keen interest expressed by both employers and workers to continue raising awareness within their own membership. They had both taken on respective activities as part of the project, yet were as such somewhat delinked from the demonstration projects. “the subject is still new to us... we are still not clear what activities to undertake”, as the employers representative noted. What emerges is a pattern of familiarity requiring far more hands-on involvement to move from theory to practice. As discussed further below, a possible first step could involve fleshing out tri-partite roadmaps of action for the specific subsector (ie. Renewable energy/ solar). This would also allow building on the first set of activities undertaken (e.g. identification of best practices/ guidelines by the employers). Cooperation with constituents and employers has recently taken off, yet remains largely meeting or activity based. It is recommended that constituent engagement be done more strategic through a broader agenda. The potential for hands-on engagement of constituents could be further exploited at both national and district level. An option could e.g. be to explore constituent involvement in the 10 areas in terms of both job placement, organization of workers and improvement of working conditions.

Objective 2 The opposition demonstrations on the first day of the field-visit and counter-rallies on the third, apart from challenging the interview schedule, illustrated the challenging political context. In such a context, seeking to mainstream a new concept as green jobs within a very short time frame has proven challenging. From the government side, ownership challenges must in part be seen in the context of significant turn-over rates.”GJ is a new concept for us” as one official noted, which somewhat paradoxically did not reflect the depth of the country experience, nor evolving government policy. In fact, policy advances have been made in terms of renewable energy taxation reductions, elements in the 6th 5 year plan, yet such policy debates are somewhat delinked from ILO constituents. The current focal point on Green Jobs was committed, but relatively junior and had only been in place for the last 5 months. It was also illustrative that it was considered an “ILO project we highly support” rather than a government project ILO supports. Some officials compared the concept to “existing wording on clean environments” already mentioned in current legislation. Another interpretation involved “it’s all green jobs” speaking “green” at a general level without clearly

identifying the specific policy aspects at stake (reflecting a need to more specifically prioritize the specific strategic approach of policy level work). There would appear to be a need to more clearly identify niche areas for policy related work and capacity building. The MOLE e.g. indicated a good opportunity to conduct a review of Green Job policy “gaps” in relation to the on-going labour policy review, an opportunity confirmed by the ILO Senior Programme Officer although it seemed that the review process had been terminated and the next step was an action plan. They also specifically noted wider policy initiatives such as solar energy requirements for certain new buildings, yet expressed keen interest in more clearly “identifying what jobs should be green. What percentage should be green...can we generate 5 Or 10%?”...Indicating a strong interest to move the policy agenda forward. A specific request was made for the ILO to provide a rapid assessment in this respect. There was an identified need to focus on 1 or 2 niche areas within the broader policy picture, and start building step by step. In the specific field of solar panels, the government of Bangladesh has e.g. exempted customs duty on solar panels, yet taxes remain high on key accessories. In this respect, it was noteworthy that the 4 MOLE representatives seemed poorly informed about on-going policy analytical work analysis undertaken through the ILO e.g. in collaboration with WasteConcern. There was also interest from the side of Ministry in further “sitting together” with other ministries (Ministry of Energy, Ministry of Forestry and the Environment), yet it was clear that concrete steps were not yet taken to put in place a Task Force.

Objective 3. Solar Home Systems SHS are in relative terms a booming job market driven by policy decisions to promote SHS in off-grid areas. Service providers in the field of SHS install and offer maintenance and repair services to the rapidly growing number of users in off-grid areas. For Grameen Shakti this includes 3 years of backup services. Expansion of SHS thus creates new job opportunities. Training activities, the main component and focus of the demonstration project, was largely on track and training of roughly 1500 trainees would reportedly be finalized by June 2012. ILO here relies heavily on local expertise and hands-on work (this case Grameen Shakti) which are then perfected and scaled up. An initial ToT had been undertaken of 73 BMET instructors and 21 Grameen Shakti instructors. Actual rollout of training aimed to reach 1.500. The 2nd batch was being implemented during the field visit.

Training Programme Bangladesh

Training programme	
1 st batch of training	380 completed
2 nd batch of training	On-going (Bogra TTC visited)
3 rd or 4 th batch	Scheduled for April to June
Total	1.500

Implementation was on schedule according to partners. Here it would seem that the project is effectively demonstrating the transferability of skills development in a new green jobs sector based on the hands-on experience of Grameen Shakti to a more formalized training settings and through a better structured and standardized curriculum including new chapters on OSH, labour legislation and entrepreneurship. Where training is now mainly service provider dependent, and in some cases have failed, it is now becoming professionalized and potentially through TVET project¹⁰ allowing mainstreaming into vocational system. What was less certain was the immediate outcome in terms of actual employment. It was difficult at this stage to determine the impact of activities, many of which were on going. While students

¹⁰ Technical and Vocational Education and Training (TVET) Reform and Development project.

interviewed were both enthusiastic and optimistic regarding job prospects, recent graduates were only starting to get hired and GS and other commitments to take up 6-70 % were yet to fully materialize

Demonstration activities are proving sustainable from a number of angles. Firstly, materials being produced are being used by both Grameen Shakti and the BMET TTCs. Secondly; there is a commitment from BMET to replicate the training experience in other of TTC. Thirdly, the TVET is continuing Green Jobs – mainstreaming into the national curriculum framework. Fourthly, the effort to increasingly link up with the broader set of 29 providers or IDCOL POs offers potential. Fifth, the effort has been used to inform a number of other project development processes. The scaling up potential is also significant at the regional level, where the ILO and Grameen Shakti have joined the Energy for All Partnership aiming for clean energy to 100 million people by 2015, and is now cooperating with ADB to identify replication opportunities of the Public Private Partnership experience.

At another level, the bigger picture relates to how and what to demonstrate, which in Bangladesh involved collaborating with Grameen Shakti already working at a certain scale. What appears, as the model may be scaled up, is a need to translate the global national growth figures “we will need 20.000 technicians more” from providers into operational figures and priority areas and target populations from key “off-grid” areas targeting all SHS providers. It was e.g. apparent from the technician class visited that more than half of the participants came from areas where electricity was already present reflecting a need in the future to more strategically prioritize local populations from targeted off-grid areas. The project in other words holds the potential to link finance, service and training providers in a “green job creation” effort, which is pro-poor, locally oriented and decent. It is being piloted in 10 BMET Technical training centres, and BMET informed of plans to use national Skills Fund to expand to the programme in another 30 year next year. Other alliance possibilities involve scaling up collaboration with Grameen Shakti. Thus Grameen Shakti its own training programmes of solar panel technicians in its 46 Grameen Technology Centres having trained some 15.000 technicians to date of which 11.000 are working on solar panel maintenance (interview, 13/3/12). What Grameen Shakti, among other things emphasized was the need to complement lower-level technician training with higher level and complementary professional job training in the field of renewable energy. There is currently a lack of multi-level institutionalized curriculum for renewable energy. It was also clear that ILO constituents brought different perspective to RE. Where the employers expressed some concern about the levels of investment needed, workers more concerned with ability to organize in the sub-sector.

SWOT Bangladesh

	Positive	Negative
Internal factors	Strengths	Weaknesses
	Builds on long-standing ILO capacity and added-value in terms of skills/ vocational training Policy level linkages Holds the potential to bring in tri-partite dialogue in new and emerging green sectors Keen interest to scale up efforts in the solar sector	Weak HR base internally Employment linkages not yet consolidated systematically
External factors	Opportunities	Challenges
	Supportive policy and financial environment for investments in RE Good potential to scale and up and involve employers and producers (3-4 panel producers, battery producers) Strong technical and poverty-oriented experience among business partners and civil society Commitment from key RE players (Grameen Shakti expressed taking up 70 % of trainees) BMET committed to mainstream SHS training through government skills fund and expand	Weak union basis among emerging green sector Very limited specific Green Jobs expertise in the respective countries High turn-over rate among government officials Specific employment take-up not yet fully consolidated (particularly for 30 % not taken up by Grameen Shakti) Risk of poor quality training provided if mainstreamed in General Education institutions without sufficient capacity

3.3.3 Philippines

The Philippines project was initiated in December 2010 with a budget of USD 339,987. The sector intervention in the social housing sector was initiated in September 2011 running to June 30, 2012 (Target location: Montalban Rizal). The demonstration project budget amounted to USD 91,000 + additional 10,000 USD from SECTOR Geneva. This brief description is based on document review, and brief interviews with the National Project Coordinator and the Senior Programme Officer.

Relevance

The project was overall deemed relevant. The Country Office has a relatively solid green portfolio including also the Green Business in Asia project and a Climate Change project, and timing was deemed ripe in terms of responding to the particular policy developments in the Philippines. However, there seems to be some confusion as to whether priority, in the GJA project should be put on climate change mitigation or adaptation measures. Thus the overall description of the country context emphasizes that “GHG emissions are insignificant”, and particularly emphasizes vulnerability and adaptation needs, whereas the demonstration project in fact is concentrated in the field of more energy-efficient construction materials and wording on climate-friendly technologies and low-carbon infrastructure. The Green Guide for Socialized Housing promotes a comprehensive approach towards climate adaptation and disaster risk measures in the built environment.

Validity of design

In terms of design there general satisfaction was expressed in terms of validity, although the small size of the budget and the limited time frame compared to the level of objectives in hindsight were identified as design challenges. Initial identification of the demonstration sector was partly based on findings from a scoping study undertaken in the parallel Green Business project identifying construction as a key sector. This led to the contracting of an expert and the development of assessment criteria to evaluate different sectors, and eventually a process of choosing between manufacturing, agriculture, and construction. Social housing was deemed a relevant subsector given the bigger picture of some 30 % of the total population lacking decent basic housing (a national development priority), while technical data revealed the potential to reduce emissions in the range of 30-40 %. This eventually led the project to conduct a feasibility study on green products currently available in the market that has strong potential for generating green jobs while possibility for upscaling to be linked with the public housing projects of the National Housing Authority. This eventually led to the identification of modified concrete hollow blocks for construction and coco coir systems for soil erosion.

Project progress and effectiveness

The Philippines project was like other country projects somewhat delayed in terms of implementation. This was in part linked to start-up delays and venturing into new partnerships e.g. with the Climate Change Commission and the National Housing Authority. It also took some time to get constituents on board eventually materializing upon a roundtable meeting in April 2011. Similar to other places, there are delays in producing Green Jobs mapping, in part recasting the implementation logic (requiring upstart of demonstration before study results were in place). On the other hand, mapping is involving methodological experimentation

through a “crosswalk” of green jobs for different sectors. The Green Jobs conference in 2011 was deemed a major event mobilizing some 300 participants around four clusters. There has been foundation training for government, workers and employers in 2011, with a separate capacity building for employers through a green jobs road map and position paper for green jobs among employers in early 2012, and a further one planned for workers in April 2012. This has, again involved adapting methodologies, recognizing existing training capacity, stressing constituents developing action plans. The Philippines roadmap effort is one of the countries where it is most clearly countrywide compared to more project specific approaches in other countries. In terms of objective 2, green jobs have been included in three policy documents. Inclusion in the national labour and employment plan resulted from the roundtable discussion and a 1 day greening meeting with various related agencies such as the Climate Change Commission, the Department of Environmental and Natural Resources and the Philippine Council for Sustainable Development hosted by the National Economic Development Authority amongst others. Secondly, the Climate Change Commission has a green industry component in their strategic framework for Climate Change action. Thirdly, integration has taken place in relation to the UNDAF.

In terms of demonstration projects, the first project advisory committee meeting took place in April 2011. The choice of sector involved a relatively thorough study and consultation process. The “employment model” promoted targets sustainable construction focuses in the social housing sub sector with green jobs promotion for the resettled communities. In essence, it aims to create jobs in the selected resettlement area through the localized production of modified Concrete Hollow Blocks and Coco coir erosion control systems. The area has some 7000 families of which the project is collaborating with 160 trained in coconet production, hollow block production and masonry. The project aimed at organizing into guilds.

Adequacy and efficiency of resources

The country project is overall deemed cost effective, and has benefited from a CO setting with complementary projects and foci. The demonstration project has with a modest budget triggered collaboration with new actors and is providing hands-on elements for discussion. There was a call for increasing budgetary allocations for constituents in order to strengthen commitment and participation, and engage them further in activities.

Management arrangements

The NPC has specialized education in environmental studies along with solid NGO and international experience. Upon starting the NPC participated in a Green Jobs training in Bangkok. Given that 3 different project address greening issues in the CO, they have attempted to streamline project steering committees having only for the Green Jobs in Asia and the Green Business in Asia initiatives as it involved the same constituents. Overall, it was deemed that the project could potentially grow at a country level tapping further into national technical expertise and capacity. It has notably engaged with non-traditional actors; DENR being co-convenor of the national Green Jobs conference and the National Housing Authority(NHA)-an attached agency of the Housing and Urban Development Committee(HUDCC) being the key partner.

Impacts and sustainability

There was a strong emphasis in the CO towards eventually mainstreaming “green jobs” across the ILO portfolio (“much like gender”) rather than having it only as a separate sub-project. This is manifested such that it is already part of the CO plans for the next bi-annum. While this is yet to materialize such aspirations effectively offer an interesting opportunity for scaling-up internally so to speak. There was a clear call for an extension of the project in terms of consolidating results. This could strategically involve exploring other sectors, but also building on that much may already be happening without carrying the Green Jobs label,

In terms of impacts of the employment model in the social housing sector, much will depend on the articulation and uptake of the green social housing guide (not finalized for review during the mid-term evaluation). Secondly, in terms of the product specifics, the technical quality of the generic hollow block modules promoted (vs. the tested kind patented by the enterprise) was reportedly yet to be confirmed. The economics of it also presented risks in the long-term linked to the potential cost increase of raw material (ash). In terms of green jobs promotion in resettlement areas, the potential of the coconet production can also be discussed given the lack of coconut trees in such areas. The challenge now it would seem will now involve qualifying in specific terms the level of replicability of the specific experience and more generally identifying strategies for moving from a product specific to a sector-wide approach. This will also involve building on training results planned for June.

SWOT Philippines

	Positive	Negative
Internal factors	Strengths	Weaknesses
	Committed staff	Overstretched human resources
External factors	Opportunities	Challenges
	Favourable policy environment Strong commitment from existing social partners	Limited green products available in the market applicable to the context of public housing Suppliers of green products have varied perceptions regarding patent rights including IPR Lack of coconut trees in resettlement area

3.3.4 Sri Lanka

The Green Jobs Project is being implemented in Sri Lanka from October 2010 to July 2012. As with other countries it seeks to deepen ILO constituents' understanding and commitments for the promotion of gender sensitive green jobs opportunities and a just transition for workers and employers towards a low-carbon, climate resilient, environmentally friendly development. The demonstration project budget dealing with solid waste management in the Western province amounted to US\$ 77,000 designed for implementation between May 2011 and July 2012. The discussion here is based on document review and interviews with the NPC and the CO Director.

Relevance

The Green Jobs Project was overall deemed highly relevant in the Sri Lanka context. The CO director emphasized the centrality of Green economy logics for an economy the size of Sri Lanka. The solid waste focus, for example, had been identified as a priority sector during the national green jobs conference. The CO Director also emphasized the strong calls for project extension received by the office.

Validity of design

Whereas the overall validity of working in waste management in terms of decent work generation is unquestionable, the experience illustrate the overall challenge in the regional products of linking far-reaching objectives oriented to low-carbon economies with specific sector interventions rendering existing jobs more decent. At another level, emerging design questions relate to how to render sector intervention more effective. This e.g. involved stakeholder calls for more investments in equipment as well as more clearly differentiating between needs in the formal and informal sectors.

Project progress and effectiveness

As in other countries, Green jobs mapping and national profiles are still in the pipeline (delivery expected before the end of this phase). Foundation training has been undertaken and rollouts are planned. Trade unions have taken up the topic and have developed own concept notes for follow-up (working in six sub-sectors) and developing curricula for workers education. Employers reportedly were equally supportive. The EFC representing the employers has embarked on a survey of their 540 members taking a sample of 10% of them to review green practices and workplaces with potential for green jobs. The work is ongoing and expected to be finalised by end April. The national green jobs conference co-convened with the Ministry of Labour took place in January 2011. In terms of policy mainstreaming, Draft Sri Lanka National Human Resource and Employment Policy includes the promotion of Green Jobs under its sectoral strategies. Further policy outreach activities are on-going (e.g. National Council for Sustainable Development). In terms of demonstration project activities, focus is on strengthening Occupational Safety and Health practices in both the formal and informal solid waste management with a focus on plastic and compost. in terms of market linkages (through a value chain approach). OSH improvements are being promoted through

NIOSH through the training of 300 focal points for some 4.000 workers. The latter rollouts had not started yet when interview was undertaken due to late start-up and some EPA delays. As of today, 200 trainers have reportedly received training out of the planned 300. The last batch of 50 from the remaining cadres will be trained, culminating in an event to mark World Safety Day, which falls on 28th April. This will be done in partnership with the MOLLR/NIOSH and the WMA. At another level, a challenge involved the inability to provide equipment (boots etc.) allowing to put in practice suggested requirements. It was not possible to assess to what extent OSH training was leading to changes in OSH practices, nor the effectiveness of formalization efforts.

Adequacy and efficiency

One of the major challenges related to the adequacy of financial resources to have generated learning models of a sufficient scale and size. The Sri Lanka demonstration project operated with a modest budget compared to a number of other bilateral and multilateral initiatives equally active in the solid waste management sector.

Management arrangements

The NPC position in Sri Lanka was initially only a part-time position offering one explanatory factor to the slow start-up. It later became a full time position. The current NPC came on board in May 2011 and expressed interest in further training. As in other countries, running a one-woman show proved challenging. CO Director expressed wish to upgrade current position to reflect seniority and experience of NPC.

Impact and sustainability

The Sri Lanka case equally confirms the importance of a long-term perspective and new opportunities are also emerging. These include strong interest from stakeholders in the plantation economy to take on board green jobs. At the national level strong linkages are being built with Ministry of Labour and NIOSH as well as exploring possible future strategic. In practical terms, the CO director made a strong call for attempting to secure continuity between the current phase and follow-up.

SWOT Sri Lanka

	Positive	Negative
Internal factors	Strengths	Weaknesses
	Committed office and project team Partnership with MoL and NIOSH Training methodology being consolidated Foundation with constituents	NPC initially part-time, Considerable admin workload Slow EPA processes Small size of project Time constraints
External factors	Opportunities	Challenges
	Strategic partnerships for work in future Opportunities for knowledge sharing Request for project extension by stakeholders Opportunities to undertake work in the plantation sector	Predominance of better-resourced actors and projects High demand for equipment

3.3.5 Nepal

The Nepali country project was initiated in December 2010 with a total budget of US\$ 147.000. As the only country out of the 5 country project it does not include a demonstration component.

Relevance

The project document stresses the largely agrarian or natural resource dependent economy, the particular ecosystem characteristics and the high levels of vulnerability in the context of climate change as well as national planning in this respect. It also establishes a clear association between the promotion of green jobs and a green economy and opportunities for sustainable development, poverty reduction and inclusive and equitable economic growth.

Validity of design

Reasons for the more narrow design to start with in Nepal resulted from initial consultations with partners in Kathmandu and the choice to follow-up on more immediate opportunities in other project countries. In the mean time, constituents had made calls for more hands-on technical cooperation justifying the introduction of technical cooperation component in Nepal. The Ministry of Environment had reportedly argued that Green Jobs was far from new in Nepal and that scaling-up possibilities should be explored. Furthermore, it would seem that initial project design mainly addressed institutional partnerships with Ministry of Labour, not yet making full use of potential to engage with Ministries in charge of environment, forests and soil conservation. The NPC had actively sought to mobilize prior ILO contacts to address this gap.

Project progress and effectiveness

The NPC estimated roughly 80 % of activities remaining to be implemented when he took over at the beginning of the 2012. What had been implemented was the National Green Jobs Conference and foundation training. One of the major challenges involved reaching out to constituencies outside Kathmandu. At the policy level, there were opportunities to link climate change and green jobs, yet the current project time, partnership and resource frame provided limited opportunity to advance this agenda.

Adequacy and efficiency

Starting with a modest budget, roughly two thirds had already been spent, yet considerable activities remained to be implemented. Given the lack of field-visit, it was difficult to judge cost effectiveness of the intervention in more detail. What was clear was the modest budgets compared to other multilateral and NGO support initiatives. This related both to limiting the national coordinator post to a part-time job and the level of support activities to constituents.

Management arrangements

The current NPC had only started in mid-January and pointed to some weaknesses in the transfer of responsibilities from the previous NPC. The major weakness, however, remained the NPC only working part-time despite the considerable implementation delays and the accelerated implementation schedule.

SWOT Nepal

	Positive	Negative
Internal factors	Strengths	Weaknesses
	Committed NPC Support from constituents Strong support from government focal point	Weak transfer of responsibilities to NPC including weak documentation management Lack of demonstration activities Poor documentation management by previous NPC Weak coordination with ministry of environment, forestry etc.
External factors	Opportunities	Challenges
	Call from constituents for demonstration activities Existing work on green jobs considerable and not fully tapped into Opportunities for further engagement with other line agencies and policy spaces (follow-up to constitution, REDD+ and other NAPA implementation)	Bigger players/ projects more influential Many “green jobs” activities not listed as green jobs

3.4 Project progress and effectiveness

The reported delivery rates in terms of actual expenditure at the beginning of 2012 were low compared to other ILO projects. This increased rapidly while the evaluation was undertaken given a project drive to accelerate project implementation.

Delivery rates

Regional level	Bangladesh	Sri Lanka	Indonesia	Nepal	Philippines
57 %	68 %	100 %	69 %	72 %	50 %

(Source: Expenditure GJA_12.03.22)

Key finding: Upon a slow start, the project is demonstrating hands-on progress in taking up Green Jobs challenges at the country level combining capacity building, policy dialogue and sector-specific interventions in a new policy area

Compared to more consolidated areas of ILO competency and technical cooperation, the GJA project is undertaking path-breaking work to link environmental, climate change-related and decent work agendas. The project is successfully demonstrating that the global green jobs agenda can be translated into tangible outputs through country-level processes, although this also requires taking into account a number of challenges. For one it involves “learning by doing” due to its novelty and implementation as project moves ahead.

Key finding: The project has been somewhat delayed in terms of overall implementation, yet the intensity of activities increased sharply by mid-2011 and major outputs are expected to be delivered in time

Initial confirmation of project start-up in August, 2010 was provided in September 2010. A bundle of general factors explain the relatively low delivery rates till date. These include: initial start-up conditions in terms of spearheading a new policy area, limited constituent buy-in in some cases, working in 5 countries, limited capacity and time-craving planning often under difficult conditions. In retrospect, the design of objectives exceeded what was realistic for a new topic, where the hiring of new staff (with little Green Jobs experience) were required in 5 countries addressing very different sectors, implementation issues and respective capacities. There have also been staff changes at both regional and country levels. The main effectiveness challenge has concerned the slow delivery rates, which have been increasingly addressed through an intensified mission schedule, budget re-allocation and accelerated implementation processes in all offices.

Key finding: Given the stage of implementation and the in hindsight unrealistic time frame, transformation of outputs into sustainable outcomes and adequately achieving immediate objectives in terms of expected change would benefit substantially from a lengthier time frame

All demonstration sites were started up late in 2011 leaving unrealistic timeframes to deliver on demonstration objectives in objective 3. They have barely started, and none have

completed activities, although most are on-track. In addition, somewhat overambitious immediate objectives made them difficult to achieve in the short-term.

Lesson: Demonstrating green job creation or transformation require longer time frameworks compared to conventional projects

While the current “delivery rush” undoubtedly will lead to the finalization of major outputs, many are not yet in a consolidated form, consulted status or tested nature, nor have they been adequately available or disseminated in national languages yet to be taken up by project partners. Not only was it recognized across countries (except Bangladesh) that projects involved starting from “zero”, it only provided a short time frame for achieving awareness raising, institution building and policy development on a new subject. Indeed, green jobs involving introducing a new concept, but equally engaging non-traditional actors in reviewing highly complex environment-employment interlinkages, speaking on issues and with actors outside their traditional constituencies and potentially bringing in a significant change agenda (in which buy-in to the basic concepts is a critical pillar). This being said, the evaluation revealed promising results and substantial interest from many project partners. There was unequivocal commitment from all governments to prolong activities.

Immediate objective 1.

Key finding: Immediate objective 1 concerning Increased capacity and access of ILO constituents and national partners to reliable source of data and information on green jobs is yet to be achieved fully and a systematic manner, although progress is being made.

For one, the project embarked not only creating access, but generating data and analysis in the first place. This data and analysis is, in many cases, still being produced. Another area of concern is the lack of tailored rapid situation analysis to start with allowing project partners a shared knowledge basis to build from early on – rather more detailed econometric studies were aimed for. In a number of countries, major studies and mapping exercises are yet to be finalized (although they are scheduled to be so by June 2012). The slow progress to establish country studies, maps and profiles has not allowed such baseline data or situation analysis to yet inform constituents as initially intended.

In other cases, where studies have been undertaken (e.g. by previous projects) actual dissemination of final versions and sharing access to key documents and synthetic information for constituents in national languages and communicated through accessible briefs remains to be implemented. While the commitment to a systematic approach is laudable, more investment in packaging and disseminating existing country-specific knowledge for policy debate and awareness raising is fundamental. Whereas a “foundation manual” has been developed, the 2-day plus one optional training on green jobs is of a very generic nature. Participants found it very useful, yet there were also calls for rooting the issue in national context and moving to a more tangible level.

Recommendation: The project and constituents should strengthen the translation of existing knowledge about GJ challenges and opportunities per country and sector into synthetic analysis, training elements and building blocks about the specific and tangible challenges found in the respective countries

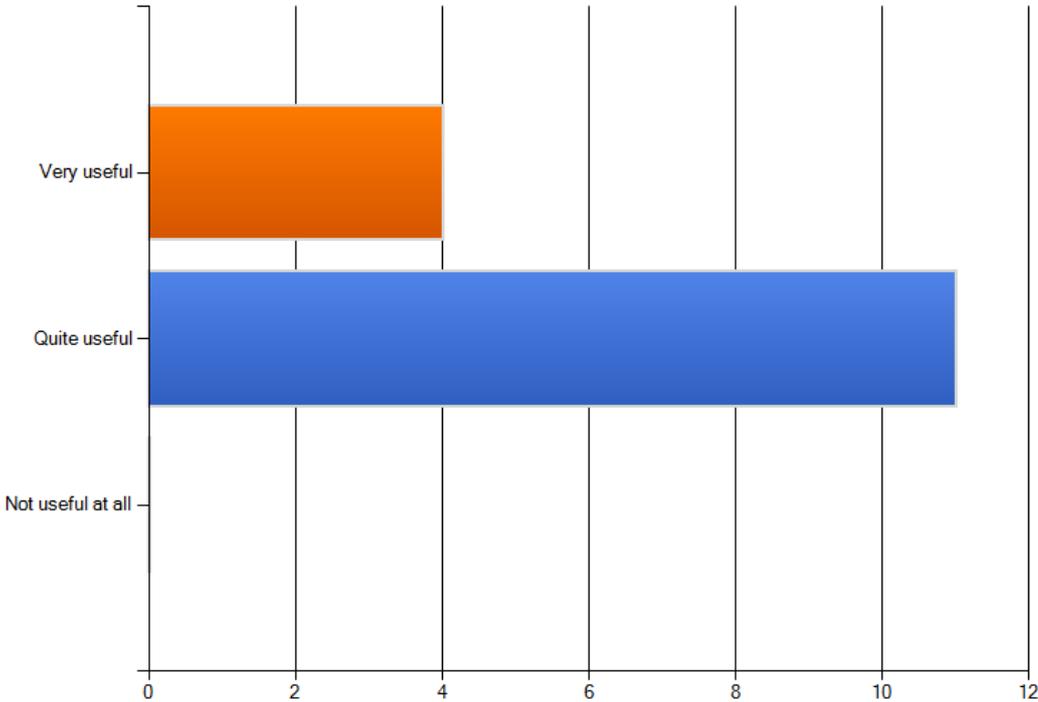
This being said, constituents overall demonstrated increased knowledge of certain green jobs aspects as well as enhanced involvement in policy processes in the context of the project (and in some cases beyond). Interviews in several countries revealed an initial phase of questioning by constituents gradually replaced by a move towards interest and buy-in to the topic. The national conferences proved particularly useful in this respect, underlining ILO’s particular convening role. The Philippines national Conference, for example, mobilized some 300 participants over two days. Even more important, were hands-on involvement by constituents in own GJ activities. Yet, interviews also revealed continuous doubts about the actual meaning and implications of the green jobs concept among both employers and unions. Ambitions to develop a systematic country assistance approach on green jobs remain work in progress. A series of building blocks *are* coming together (e.g. in terms of training, model development, GJ skills), yet they are yet to be fleshed out and validated in a doable country approach.

Key finding: while progress is being made in terms of capacity building of constituents and information access, this is yet to be consolidated at a level where green jobs dialogues are fully independent from project or where a systematic approach for Green Jobs country assistance programs has been consolidated.

At the regional level, a community of practice was established as the major vehicle to increase access to data and analysis using an internet portal. Membership has reportedly been on the increase and specific discussion threads have taken place.

Assessing the community of practice

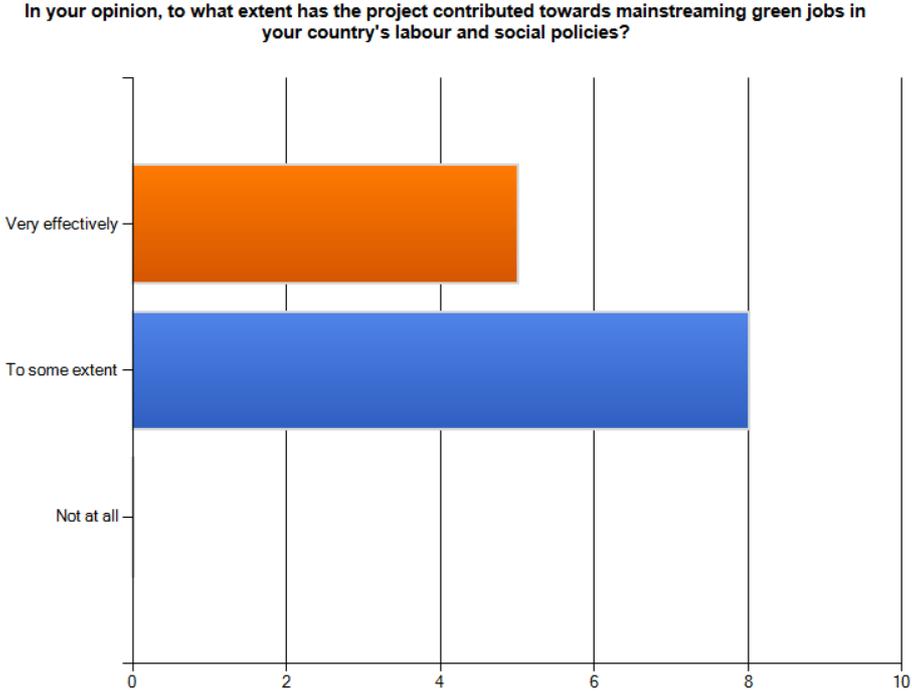
If yes, to what extent would you consider the Community of Practice useful for improving your understanding and skills?



It was also clear that many who did not respond to the web-survey notably in terms of social partners in Indonesia and Bangladesh were not members or regular users (nor did all reply to the web-survey). For these potential users and core members of the initial target audience, the

Community of Practice is yet to play the expected role, and alternatives would need to be explored.

Immediate objective 2 concerned the mainstreaming of green jobs in national labour and social policies of participating countries. Progress, at least according to the initial intervention logic, was partially hampered due to delays in producing GJ data and analysis (under objective 1) supposed to allow for systematic policy influence. Yet, public policy processes rarely only move from data alone, and the project has in many ways secured some policy level advances notably in terms of facilitating or contributing to references and wording at both national and regional levels. Such advances were also reflected in responses to the web-survey.



Project contributions to mainstreaming green jobs in policies

Key finding: the project has, in some cases, triggered policy wording and development on green jobs through not only social and labour policies, but equally wider environment and development policies

Recommendation: The project revisits its policy intervention model and includes broader development and environment policies (notably climate change related) in its objective focus, while more facilitating the strategic identification of specific policy targets at both national and sector levels

The project aimed for supporting policy development through a tri-partite task force, policy briefs and training. This has yet to be implemented in an effective way. Task forces are largely on the drawing board and yet to be operational at the policy level. Data is still being produced, and constituent capacities about specific country issues are fragmented. However, there is notable progress in terms of constituent commitment to engage in climate change

discussions (e.g. in the Philippines and Bangladesh, and potentially also Indonesia and Nepal).

In part there is still some confusion between the idea of a project committee vs. setting up task forces also reflecting the challenge of building country ownership around the green jobs agenda. Whereas the component and overall direction remains relevant, not only the building blocks and time frame, but equally the strategic approach to policy development could benefit from being more clearly articulated and fleshed out. While some countries, as Philippines and Indonesia have taken initial steps in terms of policy development, the next step would involve a more comprehensive policy agenda.

Key finding: Participating countries are only having preliminary policy discussions and yet to have developed policy elements, for shifting to a job-centred and gender sensitive green economy

Lesson: the importance of broadening the circle of policy decision makers from “only” working with tri-partite social partners to also include environmental, planners and other actors.

Immediate objective 3. There are high expectations linked to the demonstration sector-based activities, in terms of promoting “green job” opportunities. The objective has a strong gender dimension specifically noting the “different needs of women and men”. Whereas the objective, reflecting the initial intervention logic, suggested choice based on evidence generated, it has in practice involved a more pragmatic and at times rather lengthy consultation based selection process seeking to generate consensus among ILO constituents. While at times perceived as a delay, the dialogue and selection process has also been productive in terms of nurturing tri-partite discussions around Green Jobs. Additionally, demonstration projects illustrate the reversal of the initial intervention logic. Rather than demonstration once capacity and policy is in place, the pilot projects are in fact helping to increase capacity and facilitate policy dialogues and change.

Lesson: hands-on sector specific issues and concerns are fundamental vehicles to ground the Green Jobs agenda in national realities and sector specific concerns

There was, as a result, overall wide support to sectors chosen by tri-partite constituents coupled with a general perception of the need to do more. In more technical terms, some country projects could benefit from better articulating the demonstration character and focus of the project in terms of contents, target audiences and expected demonstration outcomes (see also earlier discussion, design section). In some cases, this is implicitly assumed. There is thus much belief in the development of replicable green job models, modules, standards and products, yet it is not adequately articulated how such elements would feed into and be adopted through on-going processes. On Indonesia it was not sufficiently clear how eco-tourism training or homestay models would fit into demonstrating low-carbon green job creation, and the wider objective of mainstreaming Green Jobs in Destination Management. While the development of a sustainable tourism white paper in part addresses the overall policy context, there is a need to further flesh out the practicalities, benefits and consequences (as well as limitations) of new models and approaches.

At the end of the evaluation four GJ Employment Creation Model Briefs were shared with the evaluator. These present a first step in this direction, yet will need a more thorough technical

analysis and evaluation upon finalization of the “demonstration” phase. The aim is improve and further update these models potentially allowing for replication under Phase 2.

Key finding: While demonstration projects are widely supported, there is a need for more specifically articulating what is to be demonstrated, when, for whom and how.

In practice, all demonstration projects started very late in 2011 and have had a far too brief implementation period to, and often a very limited budget to at this stage demonstrate green jobs in solid terms. In Bangladesh, one of the most clear-cut cases of a rapidly expanding sector with a reasonably established curriculum, green jobs of the first batch trained were only now in the making. Projects all reveal promising results, yet it is critical to increasingly frame or articulate the relative contribution. The elaboration of employment models go in this direction, yet will need to be far more precise in terms of their relative relevance, employment potential and cost in order to serve as models. Some of are of a scale and narrow focus limiting their wider potential to realistically generate higher-level change in the sector unless complemented. This may be due to:

- Small size of the budget
- Delivery rush and the sheer lack of time
- Implementation still on-gong (all countries)
- The limited number of people trained
- Training emphasis rather than hands-on green jobs demonstration
- Weak strategic approach to overall sector
- Need to strengthen scaling-up approaches

Key finding: There is need to gather outcome data systematically and critically draw lessons learned about the relative importance of pilot projects

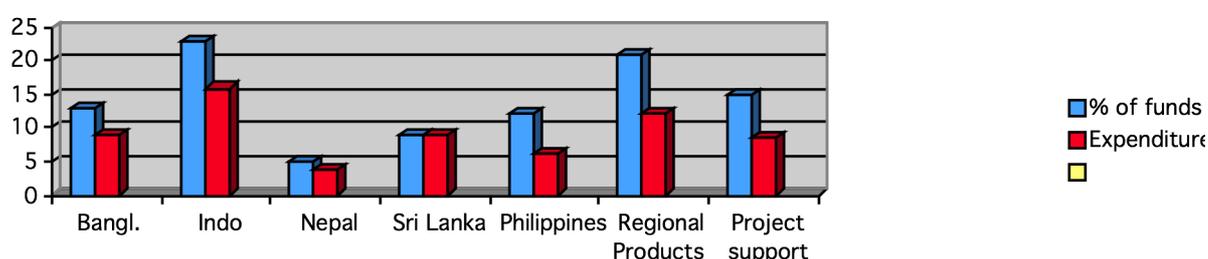
While a keen interest in creating green employment or green product models for replication in phase 2 was expressed, it is still too early to effectively assess the potential. The project team has responded with a clear commitment, however, to assess models under development in terms of both strengths and challenges. It would also seem necessary to complement the potential “quick-fix” through one aspect be it OSH training in solid waste management, solar technician training, eco-tourism guide certification or coconet production with a more comprehensive review of needs and the potential of a multi-pronged approach to scale-up green jobs creation in the selected sub-sectors. Each subsector reveals additional Green Jobs elements whether in terms of other solar-related jobs, greening DMO, other products in waste management or possibilities in social housing etc. In similar terms, the risks of transplanting one success model from one country to another should be clearly compared to its potential benefits.

Recommendation: As scaling up and replication is pursued, it is recommended to complement with additional measures to consolidate a multi-pronged green jobs approach for the specific subsector.

3.5 Adequacy and efficiency of resource use

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

Distribution of funds between countries



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

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

Budget break down per expenses shows

Type of Expense	% of total budget
Awareness/Info	11
Training	8
Studies	11
Technical cooperation	28

Technical/Fin Personnel (%)	23
PSC+provisions+evaluation	15
Travel	4
Total	100 %

(Project concept)

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

Firstly, Green Jobs, as a new policy and technical area, overall requires high levels of technical inputs whether at regional or country levels. There is, particularly at the country level a need to secure further in-house technical capacity. It is critical to secure adequate, technically sound and stable human resources to work at the country level. The most challenging scenario was Nepal, where the national coordinator was only working on a part-time basis. In Sri Lanka the CO Director requested the job profile to be upgraded. On a day-to-day level, there is a need to free up more time for technical work, and reduce administrative tasks of the NPC. This has in part been addressed through additional administrative staff in some countries, but for various reasons (staff change, time constraints) some NPCs have for a good deal of the project period running “one-man shows”. In practice, project staffs have combined reliance on international consultancies (GHK), national consultants and external partner organizations. As part of revisiting follow-up opportunities, allocation for further technical resources at the country level should be considered. What appeared in the field missions was a clear call for consolidating human and technical resources at the country level (see later discussion on management). It was also noteworthy how ILO in some cases was gradually taking on a more hands-on approach (studies, Indonesia). In terms of human resources, the project has benefited from significant inputs from the regional Decent Work and Environment Specialist (not reflected as counterpart funding). The GJA was estimated to take up 40 % of the Specialist’s working time. Again, the ROAP is the only office at a global scale with a dedicated specialist.

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

Key finding: Working in 5 countries in a new policy area has limited the levels of financial resources at the country level available for sector-wide demonstration approaches.

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

Fourthly, in terms of financial resources for technical cooperation there were calls for more flexibility in terms of field project allocation e.g. in terms of calls for equipment & pilot

investments necessary to demonstrate Green Jobs activities on the ground (Sri Lanka, Bangladesh, Indonesia). Such ideas could be revisited as part of restructurizing.

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

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

Key finding: There is a need to increase human, technical and financial resources at the country level in order to allow for the scaling-up and consolidation of project results. This may build on on-going efforts to tap into local and regional partnerships and resources.

Recommendation: The project strengthens and concentrates human technical resources at the country level

3.6 Effectiveness of management arrangements

Project management is directly executed by the ILO ROAP under general technical cooperation procedures and implementation plans as outlined in project documentation. Staffing consists of a regional coordinator position as well as national project coordinators NPC). Furthermore, the Regional Senior Specialist on Decent Work and the Environment estimated spending roughly 40-50 % of his time on the GJA project in terms of technical backstopping.

Good practice: The unique approach of having a Senior Specialist on Environment and Decent Work within the regional office is proving critical to back-stop the ILO project and provide feedback to constituencies

Project staffing



For all project staff interviewed, the project has involved a strong learning curve in relation to Green Jobs. Most came from other backgrounds having UN, NGO or different ILO backgrounds. The project in general also relied on significant technical advisory inputs from both international and national organizations in relation to studies.

Key finding: The relative lean management structure and broad range of activities of the project involve high reliance technical advisory support services

One question that emerged from Country Offices concerned an interest in strengthening the internal technical capacity on Green Jobs at the country level. There was an interest in having senior-level technical in-house capacity to provide more direct hands-on advisory services at both policy and field levels. There may be different management arrangements to pursue such capacity. Country teams can be reinforced by hiring in further technical capacity. It may also be considered to relocate the project coordinator position to one of the main country projects. Secondment opportunities may also be explored.

Recommendation: Explore possibilities for strengthening country-level technical capacity whether through strengthened country teams, secondments or partnerships

Working arrangements at both regional and country levels have generally been adaptive to change. Regular communication and monitoring activities have for example been strengthened with regional monthly reporting sheets, offering a useful overview of how the project is advancing on a monthly basis. Similar sheets could be considered at the country level. The project also established a “risk register” for both country and regional level activities rating these at different levels.

Yet, management dynamics also help to explain certain delays and initially low delivery rates. Management arrangements in relation to new “frontier” concepts and issues arguably create distinct needs and opportunities. For one, traditional ILO mechanisms, staff profiles and approaches are rarely sufficient. As most new projects starting up, particularly for new working areas, recruitment processes were relatively lengthy. Whereas the NPC in Indonesia started right away, remaining NPCs were hired through October and December 2010 (Bangladesh only recruited in 2011). The first regional coordinator came on board in December 2010, yet replaced in 2012. That being said, the GJA team is generally recognized as a very flexible and hardworking team. Interaction between regional and country level staff is generally smooth, although there was a wish from some NPCs to have more face-to-face interaction at the regional team level with more frequent interaction and meetings, as has been experienced in other regional projects.

The project team holds considerable adaptive capacity and even willingness to respond to emerging opportunities. This is partly linked to an overall presence of enthusiasm and professional commitment, but also appears as a risk factor in terms of potentially spreading management arrangements thin. If growing demand and interest in GJ is considered a risk (although equally a success criterion), then the project needs to better manage and channel such interest not allowing it to divert attention from the main focus of the project activities.

Key finding: Growing interest in Green Jobs, while a success factor, also carries the risk of diverting attention away from core objectives.

In terms of administrative and financial arrangements, both regional and country level staff expressed having found reasonable *modus operandi*, although it also seems that a disproportionately high amount of time was spent by NPCs on clearing payments and securing approval for activities. This has in part been addressed through hiring administrative assistants for some of the countries.

Key finding: There is a need to free up national coordination time and devolve management responsibilities in a more decentralized implementation structure

Recommendation: Country projects should have more clear-cut country management responsibilities and could develop yearly implementation plans with attached budgets to be agreed upon with ROAP. Regional coordination should focus on technical back-stopping and regional level activities

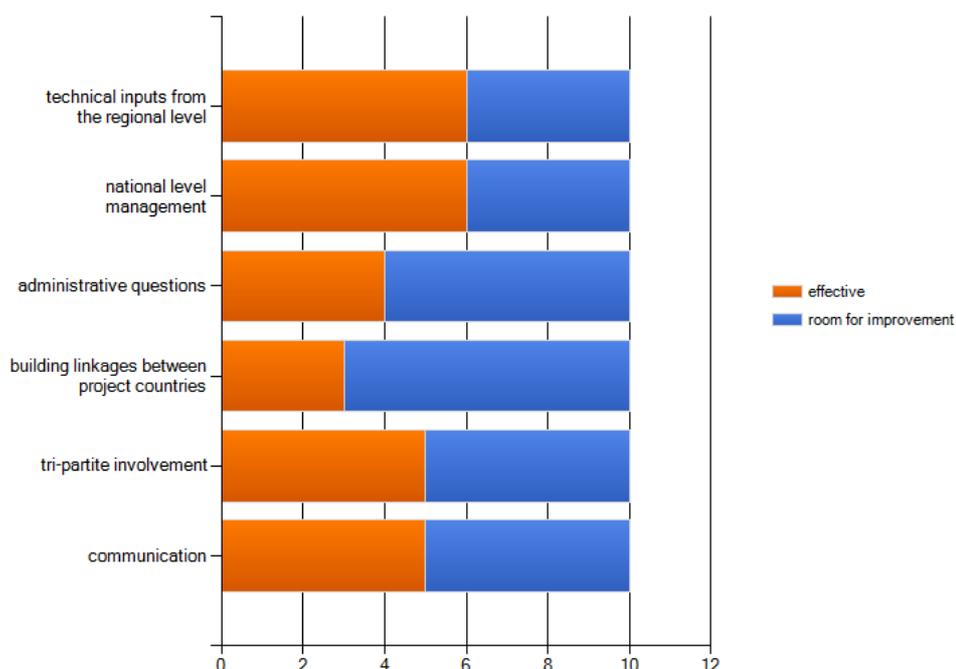
In terms of management tools, the project works with a regional logframe essentially covering outputs, activities, output indicators, means of verification as well as risks and assumptions. A project document building on the initial project concept and country project planning was consolidated at the end of and in response to the evaluation. A common regional progress reporting format is used. Yet, there is generally a lack of country specific progress reporting formats (instead relying on filling in regional formats, except in the Indonesian case), which risks impoverishing the quality of country level monitoring and reporting. Furthermore, there was for most countries a lack of availability of progress reports and key outputs in national languages.

Key finding: There is a need to strengthen country level monitoring and reporting including the communication of project outputs, results and material in national languages.

Recommendation: Country projects should invest more time and energy in making key outputs, reports and material available for dissemination in national languages

Project management effectiveness

Has project management in your opinion functioned effectively in terms of...



Web-survey results also indicated some room for improvement. Specific requests included the need for better coordination of support from the regional office, updating sessions and special regional (virtual) meetings together with Country Directors. As the evaluation was under preparation and being implemented, it was clear that project staff were under “delivery pressure” in practice leaving little time to address and synthesize technical lessons learned.

Furthermore, uncertainty about whether the project would continue or not – and contracts would be extended – was a significant stress factor for some staff members also creating uncertainty among country partners. There is currently a risk that NPC will leave for other job possibilities.

Key finding: there is an urgent need to complement current “delivery pressure” and communicate clarified follow-up arrangements to the current phase both internally and externally

Recommendation: ILO and the Australian government are recommended to rapidly agree upon a roadmap to explore follow-up possibilities to stabilize management arrangements, while putting in place sustainability plans whether in terms of a follow-up phase or phasing out strategy

The concept note emphasizes the development of M&E tools in accordance with ILO guidelines. The Partnership agreement with Australia speaks on focusing on achieving measurable, transparent, well-articulated outcomes and having key milestones to ensure significant progress towards those outcomes by early 2012.

The project has elaborated an informative matrix tool allowing for monthly monitoring of major outputs in the different country level projects. NPCs are requested to feed into this format. The donor agencies and others interviewed found this monitoring tool useful. The matrix does not yet, however, include regional level activities and outputs, nor does it (linked to previous discussions) systematically identify outcomes for the different objectives.

Key finding: current M&E system is mainly expenditure and output oriented, and is in need of strengthening in terms of project outcomes and regional level activities

Recommendation: Given the high level of innovation and learning attention attached to the project, it is recommended that monitoring system at regional and country level of a concise set of outcome indicators is put in place for each of the immediate objectives as well as the development objective.

In terms of country-ownership, country projects have project steering committees along with longer-term goals to have GJ management mechanisms as the interministerial and multistakeholder task forces. The evaluation results, however, also points to considerable untapped potential in further consolidating country-ownership of national green jobs projects. This may only partially be fulfilled through advisory committees and task forces, the latter generally remaining work in progress. Evaluation findings suggest further strategic inclusion of green jobs activities in a common national framework as a strategic avenue of action. For one, many national actors conduct existing activities, which could be included as “green jobs” promotion and highlighted. Secondly, there is considerable interest of national actors, such as the constituents, to take on-board green jobs planning and implementation.

“I have seen that sustainability of the strategies are ensured if:1) the social partners institutionally have incorporated this in their various implementation plan;2) there are at least 3 champions who understands the a-z of green jobs especially on the

processes and practical application;3) access to a seed project fund towards sustainability; There is also a need for a greater public awareness of the strategy and initial results through public media venue; Strengthening the national tripartite task force but also developing local tripartite bodies especially those with demonstration/technical cooperation projects.” (Web-survey response)

One suggestion in the web-survey was to establish a fund where social partners can access and develop their own green job initiatives and support mainstreaming of green job strategies.

Key finding: There is considerable potential in terms of operationalizing country ownership combining traditional management roles (advisory committees and task force membership) with complementary implementation roles in the 2nd phase

3.7 Impact orientation & sustainability

Whereas wider outcome indicators were not explicitly established and monitored as part of the project, there are general lessons learned in terms of impact and sustainability. It is also getting clear that demonstrating Green Jobs involves demonstrating a complex set of interrelated impacts of a social, economic and environmental nature.

While it is too early to assess impacts, the mid-term review does point to a number of impact orientation and sustainability concerns. For one, it was clear in interviews with constituents and ILO staff that the project is moving from an initial phase to a “consolidation” phase as the Senior Specialist put it.

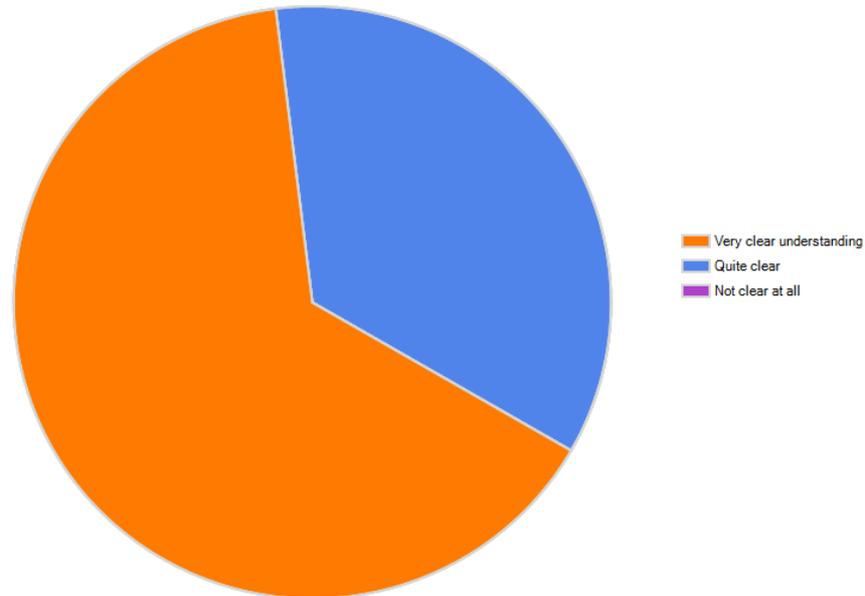
Key finding: country projects are starting to show impact in terms of raising central level constituent awareness and spearheading national debates in relation to green jobs, yet more needs to be done in terms of wider membership

Lessons: Building constituent capacity in relation to green jobs is a long-term process requiring both general awareness raising and learning by doing processes

While it is too early to judge the multi-faceted impacts of growing understanding of the concept (also confirmed by the websurvey), there is no doubt that systematically seeking to raise awareness about the green jobs concept among social constituents is an important contribution.

Clarity of understanding

To what extent would you say you have a clear understanding about what green jobs are?

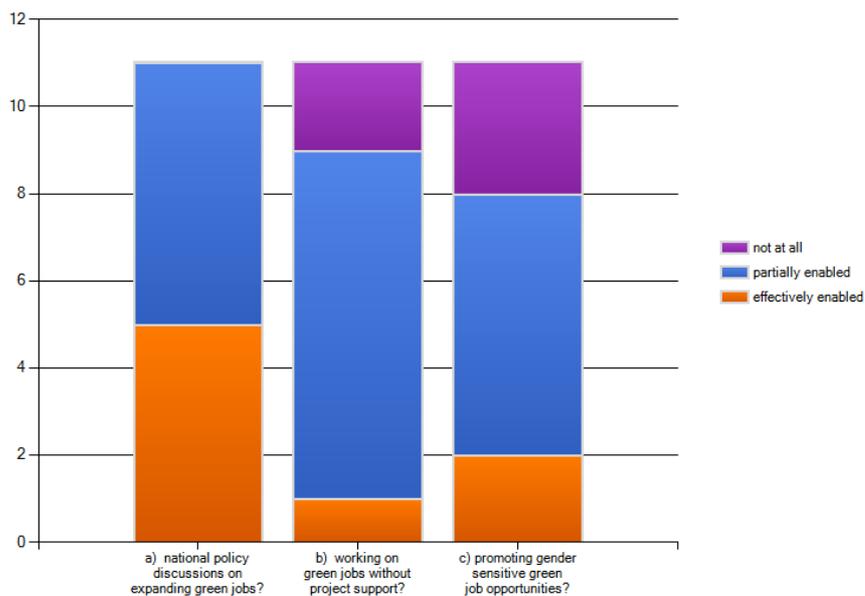


Source: web-survey, the author

In addition to the growing understanding of the issues, ILO offices have received a series of requests for further support. This being said, it is also important to note both the advances and constraints in terms of building constituent capacity as illustrated by the following chart, which explored constituent capacity in relation to policy, working beyond the project and gender-sensitivity.

Enabling constituents

In your opinion, to what extent has the project enabled ILO constituents to contribute to ...



While the specific numbers here are not important, it is clear that there is wide perception of capacity only being partially enabled in terms of policy discussions, but also working without project support and promoting gender sensitive green job creation.

A foundation and collaborative structures are now in place to work on Green Jobs this is now making it far clearer how and to what extent different national conditions, partnerships and social dialogue allow for advancing green jobs policies and practice. This is particularly creating new opportunities to chart out specific impacts that may be achieved and building the necessary capacities for how to sustain them in the long run. This will likely require thinking broadly about capacity not merely as training-driven understanding of topics, but rethinking capacities in broader organizational, human resource and financial terms. There are good opportunities to link such strategic thinking to the consolidation/ reworking of national green job road maps and flesh out how this builds into national structures and budget processes.

Key finding: as the project is building up green jobs potential by achieving buy-in and broader awareness about national action scenarios, there is a need to consolidate what specifically can be achieved at both regional and country levels in the immediate term and long-term with other actors.

Lesson: achieving progress on green Jobs benefits from working both with constituencies and expanding partnerships with non-traditional partners.

Secondly, on-going debate about the meaning and scope of Green Jobs creates a need for people to get a more “hands-on” sense of its meaning and potential in terms of specific impacts. This was clearly stressed particularly by both workers and employer’s organizations in reaching out to their broader membership. Considerable thinking among constituents and ILO staff went in to how, where and what to address. The project thus in initial demonstration projects in some cases aimed for “quick wins” and “low-hanging fruits” allowing to show outcomes within a short time frame.

Lesson: given the wide scope and continuous discussions at both global and local levels about the meaning of Green Jobs, identifying and selecting specific or intermediary impacts are also important communicative devices

Thirdly, the GJA is having a significant catalyzing effect by carving out a new space and generating new alliances, project development and synergies. There are multiple examples at both country and regional level of new initiatives emerging from initial pilot experiences and on-going discussions. This may concern follow-up and scaling up as in green energy employment mapping in Indonesia or scaling up clean energy jobs in Bangladesh, or the emergence of new fields of work as the ILO joining the UN national agency on REDD+ in Indonesia and developing a 1 USD million dollar proposal in this respect.

Fourthly, there is a need to more strategically address and flesh out specific contributions of the ILO in the bigger picture objective of facilitating transition to a low-carbon economy and more specifically in terms of either/or national climate change mitigation and adaptation approaches. This is being spearheaded in a number of the project countries in particular the Philippines and Indonesia.

Key finding: There is a need to further articulate the strategic contribution of the project and the ILO offices in relation to wider climate change mitigation and adaptation goals and strategies building on initial achievements.

Key finding: there is currently a gap in terms of clear follow-up sustainability until the partnership agreement arrangements have been clarified.

3.8 Strengths, weaknesses, opportunities and challenges

The following matrix summarizes key strengths, weaknesses, opportunities and challenges of the GJA.

Strengths, weaknesses, opportunities and challenges

	Positive	Negative
Internal factors	Strengths	Weaknesses
	Firm interest and commitment by tri-partite Strategic relationship of trust and high levels of commitment Firm integration of policy and programme development Strong ASEAN engagement Country-driven process	Remaining confusion about the meaning of green jobs Risk of spreading them rather than geographical or sectoral focus Internal HR in the making rather than consolidated
External factors	Opportunities	Challenges
	Good potential for more direct engagement on OSH issues with social partners 2 nd national OSH programme approved with strong emphasis on coordination and integration	Size of economic sectors Lack of awareness of OSH importance among key sectors Lack of experience with coordination and synergy building among agencies External demand outplays internal capacity

3.9 Cross-cutting issues

Stakeholder involvement

Three major “stakeholder” involvement aspects appeared in the evaluation material; a) the question of country ownership (discussed above), b) tri-partite involvement (discussed further below in separate section) and c) outreach and involvement of non-traditional stakeholders. The project has in many cases spearheaded dialogue and collaboration with “new” actors both in the environmental and sustainability community as well as broader set of development actors from housing and waste authorities to the tourism sector. It also more broadly encompasses work both within and outside the formal sector. It was recognized as a necessity to engage with the broader “green economy” as well as an opportunity to draw upon the capacity of non-traditional actors. Two distinct approaches can be seen. One involves

engaging outside stakeholders as service providers whether at an individual expertise or institutional level. The other involves engaging non-traditional partners in a more strategic alliance way. While the first has generally been employed to kick-start demonstration activities (e.g. ecotourism or solar panel training), the second form is equally emerging e.g. in terms of efforts to scale up training (alliance with technical training schools/BMET) and cooperation with Grameen Shakti to scale up clean energy efforts both in-country and in the wider region. This being said, there is wide consensus about the considerable potential for further linking up strategically with key actors (both GO, IO and NGO) having a (potential) impact on green job creation. This ranges from engaging with other ministries than labour (e.g. environment, planning, power) to the wider range of actors already undertaken green-job type activities. What the Grameen Shakti experience shows is the considerable potential for synergy building in this respect.

Poverty alleviation and broader MDGs

The project, in line with the broader partnership objectives, offers distinct contributions in the area of poverty alleviation and MDGs more broadly. This may involve the perspective of outreach in terms of energy and its direct and indirect linkages to MDG delivery in the fields of health, education or environmental protection. It may also more generally concern the potential role of green jobs as such. Particular emphasis in reporting has been put on MDG1 in terms of achieving “full and productive employment and decent work for all, including women and young people” illustrated by notably by hands-on demonstration activities. The project has also reported on contributing to MDG 3 (gender) with a particular emphasis on contributing to the target “Share of women in wage employment in non-agricultural sector”. As discussed further below, the project has taken a number of proactive steps to mainstream gender concerns. The project also situates its contribution in relation to MDG 7 on environmental sustainability. It specifically highlights the target to “Integrate the principles of sustainable development into country policies and programmes; reverse loss of environmental resources”, and potentially also contributes to targets linked to reducing biodiversity loss (if more clearly articulated) and improving the lives of slum dwellers (in terms of social housing).

Labour standards

Labour standards are central to the project, and fundamental in distinguishing the Green Jobs approach from wider approaches to the Green Economy. Decent work was highlighted as a defining quality of green jobs. Typically the example of waste recycling would be put forward to note how not all that is green qualifies as a green job unless working conditions are decent. Specifically and systematically identifying the decent work challenges in the respective mapping exercise was not evident.

It was also clear that such work remains work in progress. Among certain actors, in Bangladesh, for example, the immediate decent work spin-off was assumed from the creation of solar technician jobs. IDCOL expressed the opinion that green jobs automatically came from SHS financing, with no need for additional guidance. On partner organizations expressed no concern about working conditions, while the field visit revealed highly variable salary and working conditions. Trade unions also pointed to having poor access to the renewable energy sector in general, and some of the core providers of SHS in particular.

Questions of working conditions and collective bargaining are also relevant in the tourism sector.

As new green sectors and jobs emerge, it is to be expected that labour concerns will accentuate. The GJA is particularly well-situated to facilitate tri-partite dialogue in this respect. In fact, there was wide interest among constituents to engage in a hands-on fashion in the particular regions where demonstration projects are being piloted as well as at the level of sectors.

Gender

Gender mainstreaming took place from early in the project process both through internal project capacity and the use of ILO technical specialists. Gender wording thus appears clear in objectives wording aiming for “gender sensitive green jobs”. There was also widely shared practice of promoting equal participation in training sessions when possible. Such gender activities were leading to important findings, which could be further strengthened. In Sri Lanka, for example, studies revealed very significant contractual conditions between men and women engaged in waste recycling. In Bangladesh, while there was a goal to ensure at least 40 % female participation in solar technician training and job creation, such figures were only reached in some of the sites notably linked to project areas with indigenous peoples in the Chittagong Hill Tracts. In the training class visited in Bogra (in the North), women were a minority. While recruitment of women had been attempted, participants explained that technicians was more of a male profession involving climbing on roofs etc. considered unsuitable for many Bangladeshi women. It is thus doubtful that the current gender strategy of targeting women for solar technicians jobs linked to the instalment of new SHS will create the expected number of jobs for women. In effect, it seems that many women trained in solar panel techniques work more in terms of preparing and assembling SHS parts, then undertaking the actual installation and repair.

Good practice: the relatively strong emphasis on bringing in a gender perspective is generating new understandings of gender aspects of Green Jobs
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Such examples underline the importance of clearly identifying and adapting project strategies to specific gender concerns. One NPC underlined the importance of allocating specific budgetary means for work on green jobs and gender, while another emphasized strengthening gender mainstreaming across the different Green Jobs activities.

Female Grameen Shakti solar panel technicians



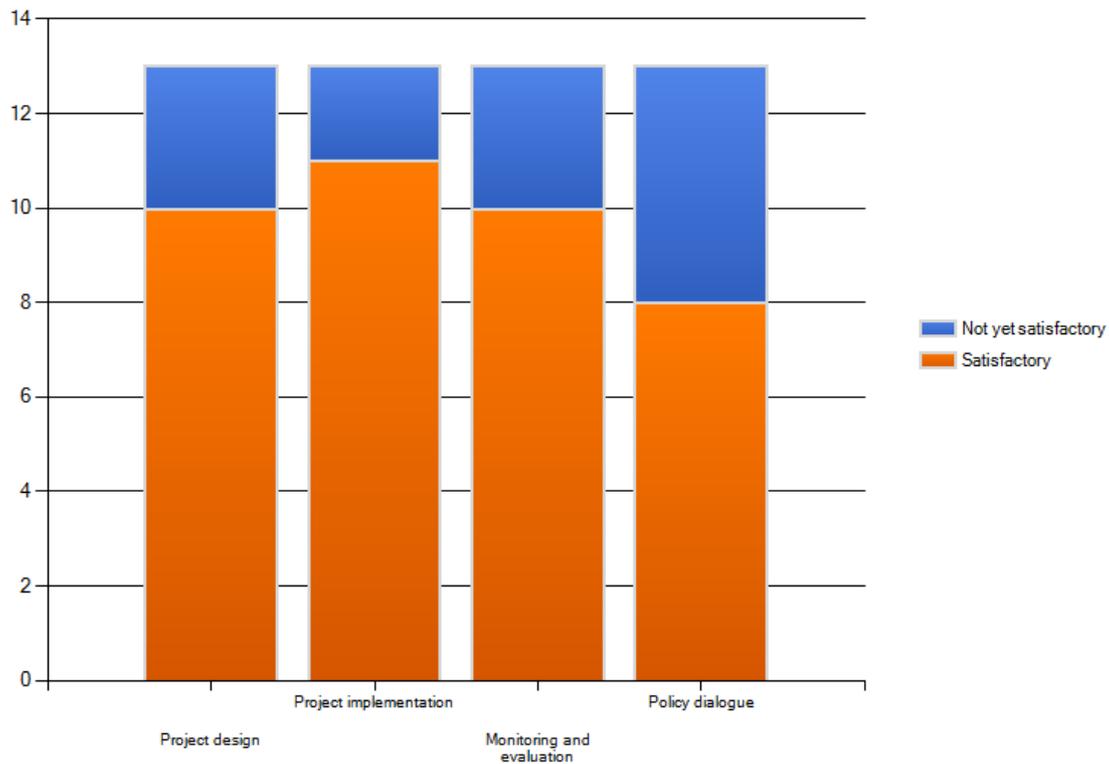
(Grameen Shakti solar technicians, Bogra, the evaluator)

Workers' education, tripartism and social dialogue.

Worker's education and tri-partism were at the heart of the very project objectives particularly through objectives 1 and 2. In terms of worker's education, foundation trainings were generally well-received (followed up by calls for more) and a general interest in undertaking further training of its membership on green jobs. This had in some cases been undertaken spontaneously by trade unions themselves (e.g. in Indonesia). Tri-partism, in turn, was an integral part of project management and the wider attempts to generate policy dialogue and set up task forces. This being said, there was a perceived room for improvement in this respect.

Tripartite involvement

To what extent would you consider tri-partite involvement in the following project activities satisfactory?



Source: web-survey, author

In terms of social dialogue, new needs and opportunities were appearing as ILO facilitated the carving out of green jobs perspectives in new economic sectors. This e.g. concerned opportunities for social dialogue in the renewable energy sector in Bangladesh. From another perspective it was also clear that green jobs creation (potentially) could feed into wider social dialogue processes, although it was also clear that for some unions and employers organizations interviewed traditional bargaining matters remained the priority.

Consultation with trade unions in Bangladesh



4. Conclusions

Transitioning to green economies is not without consequence in terms of costs and benefits. Green jobs are among the approaches promoted to off-set job losses elsewhere and generate win-win scenarios (UNEP 2011). The GJA is project strategically well positioned to operationalize the Kyoto ambitions set forward at the ILO Asia Pacific Regional Meeting in 2011 to address Green Jobs and thereby put into practice Green Jobs in one of the regions where it is highly needed and where a specific window of opportunity has appeared. The first phase has demonstrated how timely and strategic interventions, even with relatively few resources, can catalyze new forms of social dialogue and policy action linking the world of employment and jobs with that of environment and climate change. Advances being made indicate substantial potential and high-level response from policy makers and constituents, yet given the short time-frame, there is a real risk that achievements in the making will be lost unless the project is adequately resourced in terms of time, human and financial resources to consolidate project results.

Key finding: As the current phase is ending, there is a major risk that gains made at both institutional, policy and technical partnership levels will rapidly be lost if ILO with the support of donor partners does not consolidate and sustain support in the medium term.

In the best case scenario, ILO will in the coming months be able to secure financial support in order to build a solid 2nd phase for the project. As suggested in this evaluation, such a 2nd phase would be a critical opportunity to revisit project objectives, fine-tune the current intervention strategies and modalities and strengthen the country projects in particular. In the worst case scenario, where funding comes to a halt, a long-term exit strategy is urgently needed in order not to lose what has been built up. Possible responses would involve no-cost extensions where funding remains, identifying funding alternatives with ROAP and the country offices and fleshing out exit and sustainability strategies with country partners and constituents. Such strategies should be in place at least half a year before project finalization, pointing to the need for project extension at least till the end of 2012. This would also allow further time for national actors.

Lessons Learned

10. While the systematic approach promoted is necessary to Green Jobs creation in the long-term, adaptive management is fundamental in the short-term
11. Working on new issues require high investments in technical, human and learning resources to function effectively.
12. Demonstrating green job creation or transformation require longer time frameworks compared to conventional projects
13. The importance of broadening the circle of policy decision makers from “only” working with tri-partite social partners to also include environmental, planners and other actors.
14. Hands-on sector specific issues and concerns are fundamental vehicles to ground the Green Jobs agenda in national realities and sector specific concerns
15. Building constituent capacity in relation to green jobs is a long-term process requiring both general awareness raising and learning by doing processes
16. Achieving progress on green Jobs benefits from working both with constituencies and expanding partnerships with non-traditional partners.
17. Given the wide scope and continuous discussions at both global and local levels about the meaning of Green Jobs, identifying and selecting specific or intermediary impacts are also important communicative devices
18. Green Jobs is a cross-cutting issue that is relevant to all ILO areas of work

Good Practices

1. Adopting a multi-pronged approach combining capacity building, policy and hands-on technical work offer distinct windows of opportunity to promote Green Jobs
2. The unique approach of having a Senior Specialist on Environment and Decent Work within the regional office is proving critical to back-stop the ILO project and provide feedback to constituencies
3. The relatively strong emphasis on bringing in a gender perspective is generating new understandings of gender aspects of Green Jobs
4. Green Jobs is substantially recognized as part of the ILO Agenda in the Asia & Pacific region

5. Appendices

Appendix 1: Terms of Reference



International Labour Organization
Organisation internationale du Travail
Organización Internacional del Trabajo

Terms of Reference: Mid-Term Project Evaluation

General Information

Project Title:	Green Jobs in Asia
Project Countries:	Bangladesh, Indonesia, Nepal, Philippines, Sri Lanka
Donor Agency:	Australian Government
Duration:	August 2010 – June 2012
Executing Agency:	ILO
Total Project Cost:	Australian Dollars 3 million
Mid-Term Evaluation:	15 th February – 31 st March 2012

1. Background/Rationale

Project evaluation, whether mid-term or terminal evaluation, plays a crucial role in the overall project management that provides information and lessons learned necessary for decision-making and improved project delivery. As a common understanding, a project evaluation seeks to examine key areas such as efficiency and effectiveness; relevance; impact and sustainability based on the approved project concept and technical construct.

The *Green Jobs in Asia* project document and approved work plan includes the conduct of two (2) project evaluations namely (1) mid-project evaluation and (2) final evaluation.

This TOR refers to how the *Green Jobs in Asia* project mid-term evaluation by an individual external to the organization who has had no prior involvement in the project will be conducted. It frames the background/rationale; objectives; coverage; the analytical framework approach; expected outputs; clients; and methodology of the mid-term evaluation. The evaluator (s) will conduct the mid-term evaluation from 15th February to 31st March 2012.

This *Green Jobs in Asia* project is funded by the AusAID under the Australian Government-ILO Partnership Agreement 2010-2015 (the Partnership Agreement). A review is required to deliver on the ILO's external accountabilities to the Australian Government as the project donor, as well as meeting internal accountabilities to ensure sound 'results based' project management. The review will measure the extent to which objectives of the project have been met, assess whether any changes are needed to the project strategy, project outputs and activities, and assist in identifying whether the project should continue beyond June 2012.

The review will also contribute to the Partnership Agreement review which will be conducted in the first half of 2012. The review will comply with UN norms and standards and ethical safeguards will be followed.

2. Project Brief

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

The ILO and the UNEP have defined green jobs as employment designed to reduce environmental impact, ultimately resulting in levels of economic activity that are sustainable.

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

The *Green Jobs in Asia* project seeks to deepen ILO constituents' understanding and commitments for the promotion of gender sensitive green jobs opportunities and a just transition for workers and employers towards a low-carbon, climate resilient, environmentally friendly development.

The immediate objectives of the project are:

- Promote the capacity of ILO constituents to engage in dialogue on green jobs through increased access to reliable sources of data and information on green jobs and training, including on the employment impacts of environment-related policies and good practices on green jobs in all participating countries;
- Green jobs mainstreamed in national labour and social policy in all participating countries;

- Green Jobs demonstration programs which respond to the different needs of women and men, implemented in key sectors selected on the basis of research and consultations in four of the project countries.

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

3. Purpose/Objectives of the Mid-Term Evaluation

The purpose of the *Green Jobs in Asia* project mid-term evaluation is to review the project strategy and implementation against the likelihood of achieving project results and to make recommendations. Key areas to address are to:

- determine the progress of the project vis-a-vis the approved log frame and work plan in terms of objectives, outputs activities; inputs, budget and timelines and
- determine whether the project should be scaled up and/or extended beyond June 2012 and/or identify good practices and lessons learned for future use by project stakeholders in implementing similar or related initiatives
- identify project implementation gaps and provide recommendations on how to improve the project strategy outputs and activities

4. Scope, Coverage and Clients

This mid-term evaluation will cover all the five (5) implementation countries of the project; Bangladesh, Indonesia, Philippines, Nepal and Sri Lanka. Institutional project partners include the Government and social partners within these countries, but also nontraditional partners of the ILO and relevant specialized United Nations agencies who are involved in the sector interventions. These include the Ministry of Environment, but also Ministries of Culture and Tourism and the UN World Tourism Organization in Indonesia, Western Province Solid Waste Management Authority in Sri Lanka, Grameen Shakti in Bangladesh and National Housing Authority in the Philippines.

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

The following specific aspects will be addressed:

1. **Project design, strategy and allocation of resources:** whether they are still valid (alignment with national development plan and DWCPs) and whether there are any new opportunities/challenges, which may require some adjustments, including among and between allocation to HR and other inputs.

2. **Managing for results:** a) whether the project has in place an adequate M&E system (taking into account establishment issues) and capacity in order to monitor its progress towards achieving the project impact and outcome; b) to what extent the project has adapted to challenges and changing circumstances (both opportunities and risks) and what are the contributing factors; and c) any new risk management strategies that should be adopted after this review.
3. **Constituents' and partners' capacity:** To what extent has the project worked with tripartite constituents and partner organizations in the promotion of green jobs in the five (5) project countries. The extent to which tripartite constituents in project countries demonstrate increased capacity and enhanced engagement to promote green jobs.
4. **Policy support:** to what extent the project has supported and contributed to references and promotion of green jobs in relevant national environment and labour policies in selected countries.
5. **Sectorial interventions:** to what extent the project has provided capacity building and related interventions, and results in the promotion of green jobs in selected sectors, as well as the promotion of an enabling environment.

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

It is also suggested that the evaluator undertake field visits in Bangladesh and Indonesia as both countries together receive under 50% of the total budget.

The key clients for this review are:

- The project donors
- *Green Jobs in Asia* project staff (ROAP (Green Jobs), Regional Project Coordination, National Project Coordinators, National Consultants and technical support, Finance and Administration Assistant, Strategies for Decent Work Specialist, and the Directors of project country offices)
- Tripartite constituents and Project Advisory Committees (PAC) in the five (5) project countries
- Wider government stakeholders and other national partners in project countries who have a strategic interest in this project. This includes Ministries of Environment, and specific sectorial partners in each project country (this includes Ministry of Culture and Tourism (Indonesia), National Housing Authority (Philippines), Grameen Shakti (Bangladesh), Western Province Solid Waste Management Authority (Sri Lanka))
- ILO officials in Country Offices, ROAP and Geneva, ACTRAV, ACT-EMP
- AusAID focal points in country offices in the five (5) project countries.

5. Criteria, key evaluation questions/analytical framework:

The mid-term evaluation will be designed based on the following criteria and key questions (which the evaluator can adapt as necessary) as measures of performance:

5.1 Relevance and strategic fit of the project

- To what extent do the project objectives/outcomes correspond to beneficiary requirements, country needs and priorities, global priorities and national partners' policies?
- How does the project align with DWCPs and the ILO's thematic programming and priorities?
- How well does it complement donor priorities and initiatives (including commitments and indicators set out in the Partnership Agreement)?
- Have new or more relevant needs emerged that the project should address?
- Are the needs of stakeholders as identified at the beginning of the project still relevant?

5.2 Validity of project design

- To what extent could the planned activities and outputs logically and realistically be expected to meet desired objectives/outcomes (causality)?
- To what extent are the project objectives/outcomes realistic?
- To what extent are the project interventions embedded in to national and social policies and initiatives, and in line with country priorities?
- Are the planned project objectives and outcomes relevant and realistic to the situation on the ground? Do they need to be adapted to specific (local and sectorial) needs?
- Are the interventions logically coherent and realistic? What needs to be adjusted?
 - What are the main strategic components of the project? How do they contribute and logically link to the planned objectives?
 - Who are the project partners of the project? Do they have the mandate, influence, capacities and commitment?
 - What are the main means of action? Are they appropriate and effective in achieving the planned objectives? What are the risks and assumptions that the project logic is built on? How crucial are they for the success of the project? How realistic are they? How far can the project control them?

5.3 Project progress and effectiveness

- To what extent is the project on track to achieving its immediate objectives?
- What was the baseline condition at the beginning of the project?
- Are the project partners using the outputs? Are the outputs, likely to be transformed by project partners into outcomes?
- How effective has the project been at publicizing its work consistent with the visibility strategy as agreed by the ILO and Australian Government?
- In which areas is the project likely to, or has, demonstrated success? Why is this, and what are the likely (or actual) success factors?
- In which areas is the project less likely, or has not, demonstrated success? Why is this, and what are the likely (or actual) impediments? What steps have been/will be taken to mitigate these impediments?
- Based on the above, what recommendations are there for scaling up / extending project?

5.4 Efficiency of resource use

- What is the quality and timeliness of delivery on allocated resources?

- To what extent have resources (financial, human, institutional and technical) been allocated strategically? Where could improvements be made in the allocation of resources?
- To what extent resources have been used efficiently, and do the obtained results justify the expenditure?
- Is the existing allocation of human resources sufficient to deliver project objectives?
- Does the project have access (directly or indirectly) to the right competencies and capabilities to deliver the objectives?

5.5 Effectiveness of management arrangements

- To what extent are the work arrangements under the project effective?
- Is the technical, programmatic, administrative and financial backstopping from project management adequate?
- To what extent has the project set up a monitoring and evaluation framework to measure progress, impact and raise lessons learned?
- How effective is the communication between the project team, the Regional Office, responsive technical department at headquarters, PARDEV and the project donor?

5.6 Stakeholder Involvement

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

Have there been any resulting changes in partners' capacities on Green Jobs?

5.7 Impact Orientation and Sustainability of the Project

- How likely is it that the project will make an impact? Is the project strategy and implementation on the right path towards achieving impacts?
- What contributions is the project making to broader and longer-term development goals, including the Millennium Development Goals?
- To what extent are sustainability considerations taken into account in the execution of project activities?
- Are measures taken to ensure the capacity of implementing partners will be sufficiently strengthened to ensure sustainability of achievements beyond the project?
- Is the involvement of implementing partners and national stakeholders sufficient to support the outcomes achieved during the project?
- How likely is it that the project will have effectively contributed to the creation of an enabling environment for promotion of green jobs?
- Is there a potential for project achievements to be up-scaled in other areas within the five (5) implementing countries or in other similar countries?
- To what extent the project has adopted a partnership approach to sustain and leverage its interventions?
- To what extent are the project interventions sustainable after the project has ended?

- Is the project timeframe appropriate to a project of this type, magnitude and design? Should it be longer or shorter?
- Should the project be extended, either in one or more of the following areas:
 - being replicated elsewhere in the Asia Pacific region?
 - scaled up among existing project countries?
 - move into a new phase focusing on sectoral interventions?
- What is the capacity of stakeholders in project countries to continue with the project if it finishes at the current project closure date?

5.8 Promotion of Gender Equality

- Was a gender analysis carried out?
- Is the project effectively implementing a gender responsive approach to promoting green jobs?

6. Outputs:

Inception Report including finalized methodology detailing steps to be taken, evaluation questions and other relevant aspects of methodology.

The outputs of this review are the production of the following documents:

- A review plan and instrument setting out the proposed approach to the review for the ILO to consider and comment on by 10th February;
- Draft Mid-term Project Evaluation Report for ILO comments by 10th March containing the following information/sections:
 1. Cover page with key project and evaluation data
 2. Executive and Evaluation Summary (with ILO standard template)
 3. Introduction and Background
 4. Purpose, Scope, and Clients of Mid-Term Evaluation
 5. Methodology
 6. Review of Project Progress/Accomplishments vis-à-vis work plan and logframe
 7. Assessment of inputs provided into the project
 8. Presentation of Findings
 9. Conclusions
 10. Set of operational recommendations
 11. Lessons learned
 12. Annexes (including TORs, evaluator's itinerary, persons interviewed, the list of documents reviewed, etc.); and
- A final report to be submitted to the ILO and the project donor by 26th March that would include a review summary following the standard ILO template.

ILO Review Checklist 4 Formatting Requirements for Evaluation reports, and Check list 5 Rating for Quality of evaluation reports should be taken into consideration when preparing the report. The guidelines indicate that the review recommendations should be (1) actionable and time-bound with clear indication of whom the recommendation is addressed to; and (2) written in two or three

sentences of concise text (though elaboration may be made in more detail to supplement the recommendations' statement).

The review report should be concise and not exceed 40 pages excluding annexes (supporting data and details can be included in annexes).

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible with WORD for Windows. Ownership of the data from the review rests jointly with the ILO and the ILO consultants. The copyright of the review report will rest exclusively with the ILO.

7. Methodology:

Design and establishment stage

During this stage a plan setting out the proposed approach to the review including the method and design of qualitative interviews will be developed for the ILO to consider and comment by 15th February.

During this stage the evaluator will meet with the ROAP and regional project manager for an initial briefing about the project. During this stage the regional project manager will provide the evaluator with an up-to-date status report of the project process and outcomes to date.

Stage 1: Desk review and qualitative interviews

During this stage, key information contained in core project planning, financial and operational documents will be analyzed. The evaluator will have access to all the project file folders held by the project manager. A list of key documents and their relationship with the research questions in the analytical framework are set out in Appendix 2.

The evaluator will develop the structure and design of interviews. While the design of qualitative interviews is a decision of the evaluator, it is recommended that interviews are unstructured and capable of adaption to explore additional unplanned lines of inquiry. It is recommended that the evaluator employ techniques to triangulate information from other data sources to improve the validity and accuracy of findings. During this stage, interviews will be undertaken with representatives of government, unions, employers and other national partners in each project country, ROAP and headquarters, the project team, Decent Work specialists and Director.

It is suggested that interviews will take place by phone with three (3) project countries (Nepal, Philippines and Sri Lanka) and field visits to Bangladesh and Indonesia. The evaluator will have focus group discussions (FGD) with beneficiaries and institutional partners in the project sites and key informant interviews. Key stakeholders and members of the Project Steering Committee (PSC), including ILO, will be involved during the evaluation through inter-active meetings such as FGDs, key informant interviews and debriefing.

Stage 2: Data analysis

During this stage, findings from the desk review and qualitative interviews will be analysed. Further follow up questions may be required, as well as additional data to supplement the analysis. Data analysis should consider the extent to which the project is gender responsive.

Stage 3: Reporting

The evaluator will prepare a draft report setting out key findings from the review and submit (March 10th) to the ILO for comments by March 17th. The process for commenting on the draft report is set out in the section on management arrangements below. Following submission of comments, the evaluator will produce a final report by 26th March.

8. Timetable:

The project Mid-Term Evaluation will be completed within 46 calendar days. The conduct of midterm-evaluation will commence from 10th February and will end 26th March 2012. It is expected that the consultant will need approximately twenty eight (28) work days to accomplish the tasks.

Key Activities	Timetable	Person Responsible
A) Preparatory Stage		
Drafting, review and approval of TOR	By 15 th January	Regional Project Coordinator
Preparation and finalization of contract (ILO)	By 31 st January	Regional Project Coordinator
Identification of Consultant	By 31 st January	Regional Project Coordinator
Contract signing	By 3 rd February	Regional Project Coordinator
B) Actual conduct of mid-term evaluation		
	10 th February – 26 th March	
Desk review and preparation of methodology	10 th - 15 th February	Evaluator
Field visits and secondary data review	15 th Feb - 10 th March	Evaluator
Key informant interviews/FGD	15 th Feb – 10 th March	Evaluator
First draft report	10 th March	Evaluator
Presentation of findings with ROAP	10 th March	Evaluator
Revision and submission of final report	By 26 th March	Evaluator

10. Tasks and requirements of the Evaluator

1. Responsible for the overall completion of the Green Jobs in Asia mid-term project evaluation;
2. Prepare and finalize research work plan based on the results of the inception meeting with ILO;
3. Prepare and finalize mid-term project evaluation questionnaires/analytical framework;
4. Ensure consultation with ILO Regional Office Bangkok and Country Office teams and other concerned ILO staff;
5. Consultation with Australian Government representatives (Canberra and relevant international Posts and Missions);
6. Consultation with social partners in Australia and recipient countries;
7. Conduct the mid-term assessment data gathering based on the approved TOR and set of questionnaires;
8. Ensure that the activities and outputs are delivered on agreed timelines;

9. Facilitate and conduct the presentation of mid-term evaluation findings; and
10. Responsible for the revision and submission of final report.

The breakdown of work days required from the consultant follows:

Activity/Particulars	Number of work days
Inception meeting with ILO	1 day
Finalization of questionnaire/tool	2 days
Secondary data review	3 days
Field work and travel	12 days
Draft report	5 days
Presentation to ILO	1 day
Final report revision	4 days
Total	28 days

11. Sources of Data/Information

The evaluator is not limited to using the data sources below and is encouraged to use a wide range of data sources:

1. Green Jobs in Asia approved proposal (project document)
2. Year 1 Progress Report
3. Update/Monitoring reports
4. Financial Reports
5. Concepts Notes and Feasibility Studies
6. Training/ Intervention Documentation reports
7. Policy Documents
8. Progress Reports and Minutes of Meetings
9. Press Releases
10. Primary data: interviews with tripartite partners by country, interviews with project managers, FGD with project partners and beneficiaries

Appendix 2: People met in Indonesia

Jakarta

Feb 14

Time	Institution / Organisation	Venue
9.00-10.00	MoMT (Nora Ekalina-Director)	MoMT
10.00-11.00	MoMT (Guntur WitJaksono-Head of Center for Adm. Of International Cooperation)	MoMT
11.30-12.00	Peter Van Rooij (Director of ILO Jakarta) and Tauvik Muhamad (Back Stopping of Green Jobs)	ILO Office
12.00-13.00	Apindo (Iftida Yasar-Vice Secretary General and 3 other members)	APINDO
14.30-15.30	MoCT (Rizki Handayani-Deputy Director for Mutilateral Cooperation and Frans Teguh-Deputy Director of Planning and Law)	MoCT
16.00-17.00	AusAID (Didi S. Marjimi-Program Manager and Melissa Tipping-Unit Manager) (cancelled)	AusAID
Wednesday, 15 February 2012		
10.45-11.45	Trade union officials	Sekretariat Bersama Cikini

Surabaya

Time	Institution / Organisation	Venue
9.00-10.00	Dr. H Jarianto M.Si (Head of Cultural and Tourism Official)	
11.00-12.00	Harry Sugiri (Head of Manpower and Transmigration Official)	
13.00-14.00	BPPD (Dwi Cahyo-Head Office)	
14.30-15.30	HPPI (Narto-Head Office)	
17.fév		
10.00-12.00	LWG Tosari	
14.00-18.00	In Tosari, follow-up discussion	
18. February		
4:00-8:00	Participant-observation jeep/ horse tour Bromo	
13.00-14.00	LWG Ngadisari meeting	

Appendix 3: People met in Bangkok & interviews per phone

Full name	Position	Agency/Organization
Mr. Vincent Jugault	Senior specialist	ILO BKK
Mr. Matthew Hengesbaugh	GJA project coordinator	ILO BKK
Mr. Chet Thaochoo	GJA Admin	ILO BKK
Ms. Sachiko Yamamoto,	Regional Director	ILO BKK
Ms. Pamornrat Pringsulaka	Evaluation officer	ILO BKK
Stefanos Fotiou		UNEP-BKK
Mr Wolfgang Schiefer	Chief, Reg.Partnerships, Resource Mobilization and UN Reform	ILO BKK
Allan Dow	Communications	ILO BKK
Mr.Kees van der Ree	Green Jobs Global Programme Coordinator	ILO Geneva
Ms. Lauren Phillips	Development Cooperation Forum Taskforce	Ausaid
Ms. Asha Sharma		DEEWR
Mr. Donglin Li	CO Director	ILO Colombo
Ms. Shyama Salgado	GJA NPC	ILO Colombo
Ms. Carmen Baugbog	GJA NPC	ILO Manila
Ms. Cocoy Sardaña	Senior Programme Officer	ILO Manila
Mr. Nabin Kumar	GJA NPC	ILO Kathmandu

Appendix 4: People met in Bangladesh (March 12 to March 16)

Full name	Position	Agency/Organization
Mr. André Bogui	Country Director	ILO CO
Mr. Nabi Khan	Senior Programme Officer	ILO CO
Ms. Farida Shahnaz	NPC, Green Jobs Bangladesh	ILO CO
Dr.	Admin. Director and others	Grameen Shakti
Mr. Anisur Rahman	Consultant	ILO GJA
		Bureau of Manpower Employment and Training (BMET)
National Coordination Committee for Workers Education (NCCWE).		
Dr. Wajedul Islam Khan,	General Secretary,	Bangladesh Trade Union Center (BTUC)
A. A. Mukit Khan, President	President	B.F.T.U.C
Md. Mojibur Rahman, Bhuiyan, MBSF		
MD. Zafrul Hasan,	General Secretary	BJSD
Mesbahuddin Ahmed		JSJ
Abdul Kader Howlader	President,	S..J.B
Shakil A. Choudhry		
(by phone, meeting schedule interrupted by political turmoil)	Officer	Bangladesh Employers' Federation (BEF)
		Ministry of Labour and Employment
		Ministry of Labour and Employment
		Ministry of Labour and Employment
		Ministry of Labour and Employment
Mr. Preddy	Technical Advisor	Technical, Vocational Education and Training reform project (TVET)
		Technical, Vocational Education and Training reform project (TVET)
		Technical, Vocational Education and Training reform project (TVET)
		Technical, Vocational Education and Training

		reform project (TVET)
		Technical, Vocational Education and Training reform project (TVET)
Hanifar		BMET
	Principle	TTC Bogra
	Chief instructor	TTC Bogra
	Chief instructor	TTC Bogra
	Chief instruction	TTC Bogra
5 students	Students Batch 1	TTC Bogra – SHS Batch 1
38 students	Students Batch 2	TTC Bogra – SHS Batch 2
Ms.	Chief trainer	Grameen Shakti / Bogra
	Members of branch office (part of Bogra)	Grameen Shakti / Bogra

Appendix 4 : survey tool

Green Jobs Asia Evaluation

ILO Green Jobs in Asia Mid-Term Evaluation Internet Survey

Dear Sir or Madam,

My name is Peter Bille Larsen, and I have been requested by the ILO to conduct an independent evaluation of the Green Jobs in Asia project. The first phase is ending in June 2012 and it is now important to take stock of project activities and learn from the insights of ILO's partners in the project. I have the chance to meet some of you during field-visits in Indonesia and Bangladesh. This web survey targets ILO partners in all 5 countries. The purpose of this survey is to request your insights and opinions about project design, implementation and impacts. Individual responses will not be shared with the ILO. If you have further thoughts and comments that are not addressed in the questions, please feel free to write to me directly. My email address is billelarsen@yahoo.com.

Needless to say I would be happy if you need any further assistance or there are problems with the survey tool. Thank you for your cooperation.

Sincerely,
Peter Bille Larsen

*1. Please indicate which category you belong to.

- ILO official
- Government official
- Trade union
- Employer's organization

Other (please specify)

*2. Please indicate your country

- Bangladesh
- Indonesia
- Nepal
- Philippines
- Sri Lanka

3. Gender

- Male
- Female

Green Jobs Asia Evaluation

Introduction

***4. To what extent would you say you have a clear understanding about what green jobs are?**

- Very clear understanding
 Quite clear
 Not clear at all

5. To what extent are you familiar with the ILO project document and its objectives?

- Very familiar
 Somewhat familiar
 Not at all

***6. In your opinion, to what extent does the Green Jobs in Asia project approach reflect the specific needs and trends in your country?**

- Completely
 Reasonably
 Not at all

Other (please specify)

Green Jobs Asia Evaluation

Information access

***7. To what extent has the project increased your access to reliable sources of data and information on green jobs?**

- very much so
- reasonably so
- somewhat
- not at all

comments:

***8. To what extent has the project allowed you to adequately understand the employment impacts of environment-related policies and good practices on green jobs?**

- Very much so
- Reasonably so
- Somewhat
- Not at all

comments:

Green Jobs Asia Evaluation

***9. Are you a member of the Community of Practice on Green Jobs?**

- Yes
 No

***10. If yes, to what extent would you consider the Community of Practice useful for improving your understanding and skills?**

- Very useful
 Quite useful
 Not useful at all

Other (please specify)

Green Jobs Asia Evaluation

***11. In your opinion, to what extent has the project contributed towards mainstreaming green jobs in your country's labour and social policies?**

- Very effectively
 To some extent
 Not at all

Comments

***12. In your opinion, to what extent has the project contributed towards mainstreaming green jobs in your country's environmental policies such as climate change mitigation policies?**

- Very effectively
 To some extent
 Not at all

comments:

Green Jobs Asia Evaluation

***13. To what extent would you say you have an adequate understanding of the policy challenges linked to green jobs in your country?**

- More than adequate
- Adequate
- Inadequate

***14. To what extent did you find the project training useful in strengthening your capacity to deal with green jobs at the policy level?**

- Very useful
- Somewhat useful
- Not useful

comments:

***15. To what extent would you consider you have an adequate understanding of how to make green jobs gender sensitive?**

- More than adequate
- Adequate
- Inadequate

Green Jobs Asia Evaluation

***16. To what extent would you consider tri-partite involvement in the following project activities satisfactory?**

	Satisfactory	Not yet satisfactory
Project design	<input type="radio"/>	<input type="radio"/>
Project implementation	<input type="radio"/>	<input type="radio"/>
Monitoring and evaluation	<input type="radio"/>	<input type="radio"/>
Policy dialogue	<input type="radio"/>	<input type="radio"/>

***17. Has a tri-partite task force on green jobs been established in your country?**

- Yes
 No

***18. If yes, to what extent is it undertaking policy dialogues on green jobs?**

- On a regular basis
 Ad hoc basis
 never

comments:

Green Jobs Asia Evaluation

Demonstration sector based activities

In all countries, except Nepal, demonstration project activities have been designed and are being implemented.

***19. Please identify the sector in which project activities are being implemented in your country**

***20. To what extent would you consider the selection of the sector above as strategic?**

- Very strategic
 Acceptable
 Not strategic

***21. How would you characterize the tri-partite involvement in the planning and implementation of demonstration activities?**

- More than satisfactory
 Satisfactory
 Not yet satisfactory

***22. In your opinion, to what extent are demonstration projects effectively demonstrating green job creation?**

- Effectively
 Only partially
 Not yet

Green Jobs Asia Evaluation

Overall assessment

***23. In your opinion, in which areas is the project likely to, or has, demonstrated success?**

***24. In your opinion, in which areas is the project less likely, or has not, demonstrated success?**

***25. In your opinion, to what extent has the project enabled ILO constituents to contribute to ...**

	effectively enabled	partially enabled	not at all
a) national policy discussions on expanding green jobs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) working on green jobs without project support?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) promoting gender sensitive green job opportunities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

Green Jobs Asia Evaluation

Management arrangements

***26. Has project management in your opinion functioned effectively in terms of...**

	effective	room for improvement
technical inputs from the regional level	<input type="radio"/>	<input type="radio"/>
national level management	<input type="radio"/>	<input type="radio"/>
administrative questions	<input type="radio"/>	<input type="radio"/>
building linkages between project countries	<input type="radio"/>	<input type="radio"/>
tri-partite involvement	<input type="radio"/>	<input type="radio"/>
communication	<input type="radio"/>	<input type="radio"/>

27. Would you have any specific recommendations for strengthening project management arrangements?

Green Jobs Asia Evaluation

***28. In your opinion, is the project strategy and implementation on the right path towards achieving sustainable impacts?**

- Completely
 Partially
 Not yet

***29. How could the project strategy and implementation be strengthened in the short and medium term?**

30. Would you have any additional thoughts or comments relevant to the evaluation of the Green Jobs in Asia project?

Thank you for collaboration. Do not hesitate to write if you have further thoughts and questions: billelarsenyahoo.com. Sincerely, Peter B. Larsen

Appendix 5: List of publications cited

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