Evaluation Unit (EVAL)

Evaluation Title Page

- **Project Title:** Knowledge sharing in early identification of skills needs
- **TC/SYMBOL:** GLO0907EEC
- **Type of Evaluation :** Final
- **Country(ies) :** Global
- **Date of the evaluation:** September 2011
- **Evaluation Manager:** James Windell
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- **Technical Backstopping Office:** EMP/SKILLS
- **Evaluator(s):** Achim Engelhardt
- **Date project ends:** 30 September 2011
- **Donor:** *country (budget US$)*: EC (EURO 4999.998); ILO (EURO 55.873) total budget EURO 555.871
- **Key Words:** Skills needs, green jobs, green building, renewable energy, low carbon economy
- **Evaluation Budget:** to be included

Acronyms

Cedefop	European Centre for the Development of Vocational Training
DWCP	Decent Work Country Programme
EC	European Commission
EMP/SKILLS	Skills and Employability Department of the ILO's, Employment Sector
EMP/ENT	Job Creation and Enterprise Development Department of the ILO, Employment Sector
EU	European Union
HQ	Headquarters
ILC	International Labour Conference
ILO	International Labour Office/Organization
LDC	Least developed country
LED	Local economic development
OECD	Organization for economic cooperation and development
PARDEV	Partnership and Development Cooperation Department of the ILO
P&B	Programme and Budget of the ILO
SECTOR	Sector Department of the ILO
TOR	Terms of Reference
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNEVOC	UNESCO's International Centre for Technical and Vocational Education and Training

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The external evaluator is particularly grateful for comments provided on technical evaluation issues by Mrs. Juliet Pierce.

Dr Achim Engelhardt
Lotus M&E Group
www.lotus-group.org

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Executive Summary

Quick Facts

Countries: *Global*
Final Evaluation: *August - September 2011*
Mode of Evaluation: *independent*
Technical Area: Skills Development
Evaluation Management: *ILO EMP/ SKILLS*
Evaluation Team: *Achim Engelhardt*
Project Start: *February 2010*
Project End: *September 2011*
Project Code: GLO0907EEC
Donor: Joint Management Agreement: *European Commission (EC), EURO 555.871 (EURO 499.998 EC contribution; EURO 55.873 ILO contribution)*
Keywords: *Low carbon economy, skills needs, green building, and renewable energy*

Background & Context

Summary of the project purpose, logic and structure

Project logic: the strategy was based on the implementation steps in two mutually supportive and integrated components:
1) Comparative analysis of methods of identification of skill needs on the labour market in transition to the low carbon economy;
2) Study of occupational and skill needs in two green sectors: renewable energy and green building.

The project's ***purpose*** was to evaluate both the methodological component (1) and results of the green-sector study component (2) , and would produce important conclusions and recommendations on methods and approaches, their application, further research and policy recommendations.

Project structure: the Skills and Employability Department of the ILO was responsible for assuring the effective implementation and coordination of the programme. Coordination was facilitated by regular communication with the European Commission counterparts, and an inception and interim monitoring meetings. Activities undertaken within the project were principally the responsibility of ILO staff members, supported where relevant by external collaborators and fixed/short term technical experts.

Present situation of project

Following a 2-months no-cost extension the project is due to be finalized by 30 September 2011.

Purpose, scope and clients of the evaluation

The evaluation will be used both for accountability and for EC's and ILO's organizational learning.

According to the ToR of the final project evaluation, the evaluation purpose is to produce:

- specific recommendations to enhance the use of the project findings by the ILO and the EC, and their constituents, and
- recommendation for potential forthcoming joint management agreements of the EC and the ILO with respect to their design and implementation

The scope of the evaluation covers all 20 months of project duration and all three outputs produced.

Clients for the evaluation are the ILO's tripartite constituents, the EC, the project manager and team, the ILO Skills and Employability Department, and other relevant colleagues at HQ, in particular managers in the Green Jobs Programme, at the Institute for International Labour Studies and PARDEV.

Methodology of evaluation

The final evaluation entailed a desk review of relevant materials and in-depth interviews with key project stakeholders in the ILO Headquarters, and through telephone interviews with the EC and with key stakeholders.
The entire period of the project was covered – from February 2010 to September 2011. A total of 14 key stakeholder interviews were undertaken for the final evaluation. The final evaluation was carried out during 15 days between August and September 2011.

Main Findings & Conclusions

A brief overall assessment of the project's performance, including the project's relevance, effectiveness, efficiency, impact, sustainability and utility is presented hereafter.
All stakeholders coincided that the relevance of the research project was high. Green jobs are high on the EC's policy agenda according to the EC's 2020 strategy. For the ILO the project constituted an ideal follow-up of the 2008 Green Jobs report. The project was highly efficient as less money than originally agreed was used to deliver more outputs than agreed. The project was effective in establishing a knowledge-sharing partnership between the ILO and EC in the area of early identification of skill needs for the greening of the economy that had not existed before. All stakeholders acknowledged a very high utility of the research products thanks to a credible and solid research methodology. The likelihood of project impact is high. Without this project, front line research would have been missed, the knowledge base less advanced and the ILO less credible and visible vis-à-vis green jobs. In terms of sustainability, multiple use of research products undertaken or envisaged by a wide range of stakeholders including EC DG Employment, EMP/SKILLS, SECTOR, EMP/ENT, OECD, UNESCO and Cedefop.

Recommendations & Lessons Learned

The following recommendations are to ILO, EC, other donors in general and/or research teams to allow lesson learning in the design and implementation of research projects. The targeted groups are highlighted in **bold**. Recommendations are not time-bound, as the project evaluation is a summative one and the project is about to be finalized.

1. The **ILO and EC** should embrace the good practice example constituted by the project and ground its future cooperation on clearly articulated demand from both partners.

2. **Donors in general:** Noting the difficultry of meeting deadlines and finalizing deliverables, the ILO should in future determine a practical timeframe for completion for research projects, and should take steps to avoid start up delays due to late staffing..

EC: To increase the efficiency of the EC counterpart, it is strongly recommended that in the future projects be handled by technical services pertinent in the field of expertise. This would allow focusing of technical comments, providing comments on time and avoid contradictory messages to researchers.

3. **ILO HR, BUDGET, PARDEV, and possibly ILO Brussels**: The ILO should consider providing some practical training on how to translate EC procedures, especially financial ones, to the application of ILO's IRIS system.

4. The **ILO and EC** can capitalize on the emerging impact of the joint management agreement by: i) doing more of the same kind of interventions, ii) looking for complementary way of disseminating and applying the methods and the results, and iii) suggest the joint management agreement's approach to be retained as an emerging best practice of how fresh research findings can immediately be linked into policy review and formulation processes at country and sector level.
it is recommended to coordinate future publication processes of the project's research products very closely with the EC.

5. **ILO/EC:** it is recommended that a dissemination strategy should be outlined specifically in the project document to strategically promote the use of research results in order to ensure utilization-focused work is established early on in project implementation.

A number of pertinent lessons and good practices emerge for research projects and are presented below.

Lessons learned

1. Project formulation

While negotiation of a project timeframe has clear budget implications for a donor, realism about the practicability should prevail. Less research outputs would have been more appropriate for a 18 months' project time frame and should be considered for any future research project. Alternatively a longer time frame of 24 months for the same level of research outputs could be considered

The ILO should always try to fully reflect its poverty focus in research projects, regardless of the donor. Where this is not possible, project strategies on how to make research findings relevant to LDCs should be developed and implemented

2. Project management

- The project monitoring process, including deadlines need to be clearly agreed in the project document to avoid confusion or additional late demands for reporting that was previously not agreed. Overall, deadlines help research teams to focus and ensure that progress is made. When deadlines cannot be met, the need for postponement should be communicated with some lead time.
- Project timeframes need to be realistic and at the same time geared to feeding research results into the policy making processes
- Having one technical contact point in the donor agency, as opposed to a non-technical one, would increase the efficiency of project management.
- The lead time for recruiting external researchers requires consideration so that the project timeframe can be shaped accordingly.

3. Project implementation

- The parallel implementation of 3 research studies was mutually highly beneficial in this case but not necessarily replicable as it is too time-intensive for a small research team
- The close involvement of ILO departments and key stakeholders during key stages of the research process (feedback rounds, validation meetings) increase the likelihood of awareness of the research, ownership of results and their subsequent use. This constitutes good practice and merits replication.
-

4. Exit strategy

- The post-research phase needs to be addressed in the project document: the specific use of research results for example leading to training or the replication of the project at field level should be identified, even if it may appear aspirational and beyond the project's direct remit.

5. ILO – EC cooperation

- To address the fragmentation of the ILO-EC cooperation portfolio a more strategic approach would be desirable: rather than undertaking one-off initiatives, it would be better value for money to extend research in general to field level implementation or follow-up research

- For cooperative projects with the EC, the ILO liaison office in Brussels can continue to play a key facilitation role, especially during the project formulation phase

Good practices

Ensure project relevance as the cornerstone for the use of results

1. To increase the relevance of research (and other) interventions, work should be demand-led. Project designs directly responding to constituents' needs expressed during the ILC, (but also in the ILO's P&B or DWCPs) and donor strategies can secure a sound basis to secure the project's relevance throughout the lifetime of the intervention. This will also increase the likelihood of increasing the ownership and subsequent use of results.

Consultation increased awareness and the likelihood of using results

2. The close involvement of ILO departments and key stakeholders during key stages of the research process increases the likelihood that key people will be aware of the research, and become more likely to take an interest in the results and make use of them. In-house consultations stimulate internal interest and involvement, while external peer review, for example through a validation workshop, provides further clout for the research products.

Packing results for easier use

3. The combination of producing high quality and in-depth research reports with easily digestible research briefs constitutes good practice and merits replication in other research projects.

Preamble

This final evaluation of the "Knowledge sharing in early identification of skills needs" joint management agreement funded by the EC and the ILO and executed by the ILO uses a summative evaluation lens. The final project evaluation looks back to analyse processes and results since the projects launch in 2010 and reflects how future research projects can benefit from the key lessons learned.

The report is structured as follows:

Section one outlines the background of the project, including its intervention logic and objectives. The background to the evaluation describes the evaluation methodology.

Section two provides the evaluation findings according to the evaluation criteria applied for the final project evaluation: relevance and appropriateness, efficiency, effectiveness, impact, sustainability and utility.

Based on the key findings **section three** distils the conclusions, followed by recommendations in **section four**.

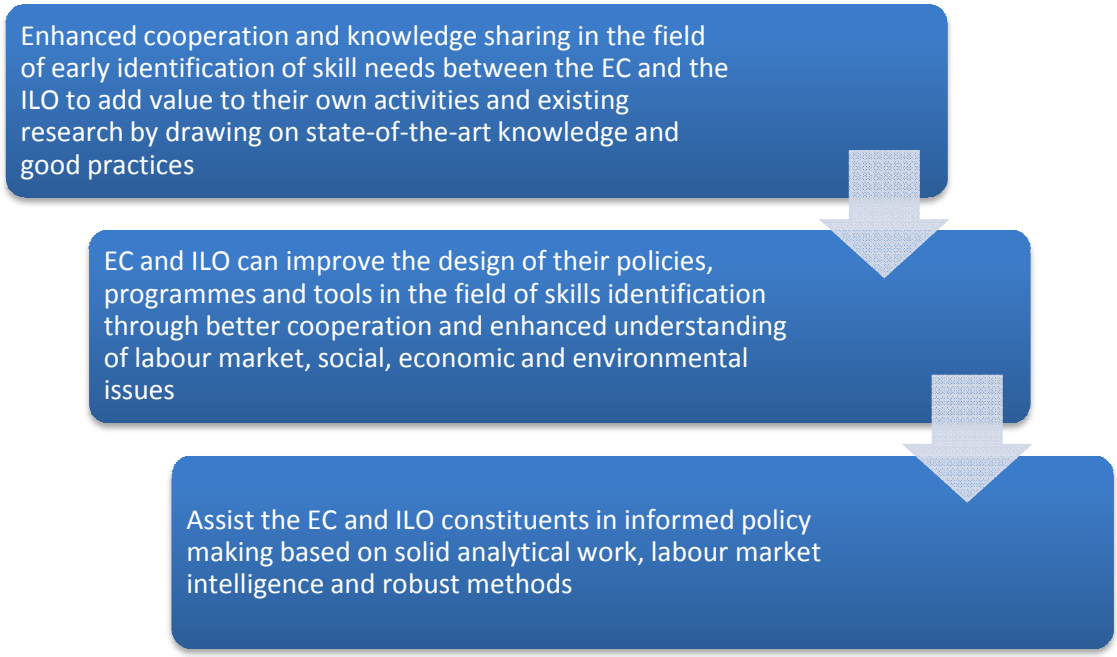
The report closes with lessons learned and good practice in **section five** followed by the annexes.

1 Background

1.1 Project background

The **intervention logic** of this research project can be captured in Figure 1 below. Over the project's lifetime the intervention logic, its objectives and the project strategy remained valid.

Figure 1 Project intervention logic



According to the ILO-EC project ToR, the project strategy was based on the implementation steps in two mutually supportive components:

> 1) Comparative analysis of methods of identification of skill needs on the labour market in transition to the low carbon economy;
>
> 2) Study of occupational and skill needs in two green sectors: renewable energy and green building.

"The first component *Comparative analysis of methods of identification of skill needs on the labour market in transition to the low carbon economy* will review models and other methods and approaches in identification of occupations and skills needs on the labour market which result from the impact of transition to the low carbon economy. The technical report will conclude the analysis with a set of recommendations on the mix of quantitative modeling and qualitative methods and institutional mechanisms for the labour market assessment and signaling adjusted to different needs and levels, national (taking into account varying statistical bases and stages of development), sectoral, European/ supranational.

The second component *Study of occupational and skill needs in two green sectors* will identify occupational and skill needs and related strategic human resource development responses in two green sectors: renewable energy and green building. The studies will help to shed light on the global dimension of skill needs and on the perspective of national, sectoral and company level human resource strategies in mitigation and adaptation to climate change in both sectors"[1].

Project **funding and organizational arrangements** were agreed and implemented as follows:

The Skills and Employability Department of the ILO was responsible for assuring the effective implementation and coordination of the programme. Activities undertaken within the project were principally the responsibility of ILO staff members, supported where relevant by external collaborators and fixed/short term technical experts.

An ILO project manager, a senior researcher and a junior researcher implemented the project. External collaborators also conducted research and provided support in data collection, interviewing and analysis. ILO technical staff were responsible for monitoring and technical backstopping. An intern in the ILO also supported the project.

The project budget amounted to EURO 555.871 with an EC contribution of EURO 499.998 and an ILO contribution of EURO 55.873.

1.2 Evaluation background

According to the TORs, the purpose of this final evaluation is to produce:

- specific recommendations to enhance the use of the project findings by the ILO and the EC, and their constituents, and
- recommendation for potential forthcoming joint management projects of the EC and the ILO with respect to their design and implementation

Those recommendations are embedded in the overall recommendations of the evaluation report as presented in section 4 and the lessons learned in section 5.

The intended use for the evaluation is to provide accountability and to enable the learning of lessons. Accountability to a range of stakeholders is required: the EC tax payers and EC, the ILO's Programme and Budget (2010-11) and the ILO's Strategic Policy Framework (2010-2015).

[1] Terms of Reference for the Evaluation of the EC/ILO Joint Management Agreement on Knowledge sharing in early identification of skill needs for the low-carbon economy, pages 1-2

The final project evaluation focuses on the issue of skills development. Cross cutting issues like poverty, gender mainstreaming, labour standards and social dialogue are also addressed. The final evaluation started on 22 August 2011. Key stakeholder interviews took place from 23 to 25 August 2011 in the ILO headquarters in Geneva, followed by telephone interviews with relevant EC staff and key stakeholders in September 2011. The report was finalized including comments from stakeholders by 30 September 2011. The ILO and EC are the main clients for this final evaluation. Users of the evaluation will be both internal and external to the ILO. For the purpose of this final evaluation, ILO EMP/SKILLS contracted an external M&E specialist, Dr Achim Engelhardt. James Windell in ILO EMP/SKILLS acted as the evaluation manager of the final evaluation.

1.3 Methodology

The ToRs stimulate the use of six evaluation criteria for this final evaluation: relevance, efficiency, effectiveness, sustainability, validity and utility. The following key evaluation questions are addressed by the final evaluation:

- Do the objectives respond well to the needs? (relevance)
- Have the objectives set out in the ToR been achieved? (effectiveness)
- Have the effects been reached at optimal cost? (efficiency)
- On the basis of evaluation interviews, how will the results - products, findings, recommendations - be used by the ILO, the EC, and tripartite constituents? (sustainability?)
- Was the project design chosen in terms of methods, timing, and staffing conducive to achieving quality products? (validity of project design)
- Do results correspond to needs and problems to be solved? (utility)

The evaluation made use of a document review, a focus group interviews, key stakeholder interviews in person and by telephone.

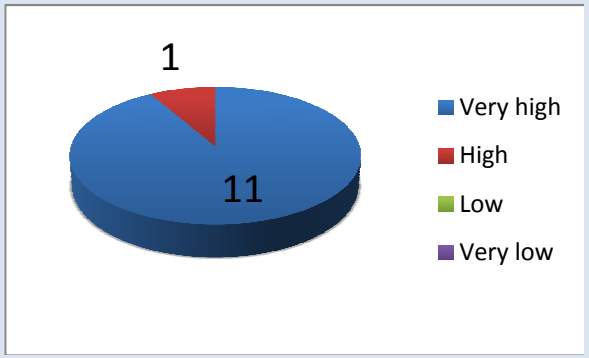
Where possible evaluation results were triangulated through key stakeholder interviews in the ILO, with the EC, project stakeholders and the document review. This final evaluation followed the UNEG evaluation norms and standards as well as the UNEG evaluation ethics.
The consultant developed a questionnaire to refine the key evaluation questions and internationally agreed evaluation criteria applied in ILO evaluations. This questionnaire is presented in Annex 4.

No major limitations were encountered for undertaking this final evaluation. While it would have been desirable to interview an even larger number of stakeholders, the number of interviews held is considered sufficient to make a solid evidence-based assessment of project performance and results.

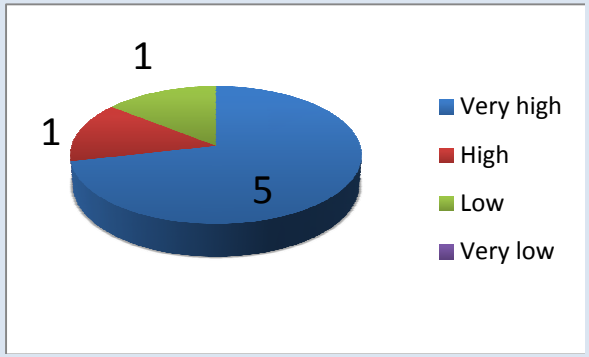
An overview of project performance is presented in the graphic below. Detailed figures underpinning the performance based on key stakeholder interviews are embedded in section 2.

Overview of project performance

Relevance



Efficiency



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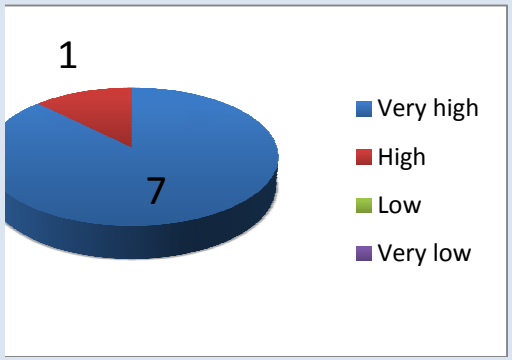
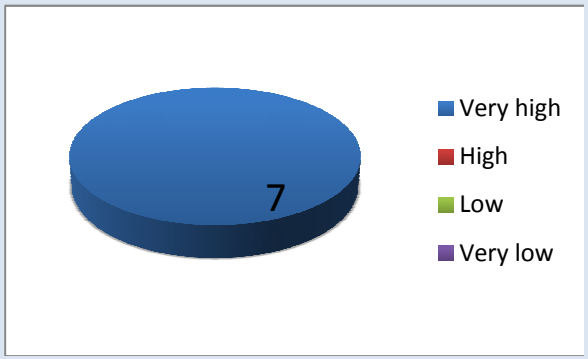


Utility



Sustainability

Multiple use of research products undertaken or envisaged:

- EC DG Employment, EMP/SKILLS, SECTOR, EMP/ENT, OECD, UNESCO and Cedefop

t

ut this project, front line research have been missed, the knowledge base lvanced and the ILO less credible and vis-à-vis green jobs

2 Findings

2.1 Relevance: project highly relevant to ILO, EC and stakeholders

Project relevance: key findings

- 12 out of 12 respondents acknowledge very high or high relevance of project & its strategy for knowledge sharing about skills needs in EC and ILO
- Skills development has an important role in the EC 2020 strategy
- Demand-led research: topic requested by constituents at ILC to address the need of developing national mitigation strategies to be put in place following the financial and economic crisis
- Ideal follow-up of 2008 ILO UNEP Green Jobs report; expectations raised met by SKILLS Department through the project
- Timing of project highly relevant: High unemployment following the global economic crisis led to high interest in investing in the green economy

This section reviews the relevance of the "knowledge sharing in early identification of skills needs" project, followed by the relevance of timing.

The project document clearly outlined the relevance of the research project and interviews confirmed that the project objectives have remained highly relevant throughout the project's lifetime.

"Countries around the world face unparalleled challenges of fast and unpredictably changing situation on the labour market as the result of the current economic downturn. (…) Governments and social partners are looking for efficient exit strategies from the current economic crisis. Skills response strategies must go hand in hand with other measures, both short- and long-term, to ensure the availability of skills. The shortage of green-collar professionals with cutting-edge skills in energy efficiency, green engineering and green construction has already been identified in a number of countries as a major obstacle in implementing both current green stimulus packages and longer-term national strategies to cut greenhouse gas emissions"[2].

Interviews provided evidence that the ILO-EC project was demand-led and all stakeholders interviewed stated that the project was highly relevant or relevant for their work. The project clearly responded to the ILO's constituents' demand to accelerate work on policy development to transition to low-carbon economy as one way to mitigate the financial and economic crisis. Anticipated adjustment challenges and opportunities in the green economy led to high demand from constituents for skills needs with a need to accelerate processes while being equitable. In this respect skills issues could have a highly relevant unlocking effect if properly addressed. Unions for example expressed demand for information about the new skills required

2 Terms of references Grant agreement EU/ILO VS/2009/0599, p.2

for an equitable transition into the green economy. Demand for research became clear during a visit to unions in Croatia.

> "UNEVOC aims to go beyond UNESCO's traditional approach to education for sustainable development and focus on skills development programming: hence the ILO-EC project was highly relevant"
>
> External stakeholder

Skills development remains high on the EC's agenda due to its relevance for the EC's 2020 strategy. Green jobs is a growing area of interest as the economy is changing, and is having a major impact on labour issues. In the EC these issues are currently being analyzed as a priority in mid- and high income countries. Work done in this geographical region can serve other parts of the world.

High unemployment following the global economic crisis led to marked interest in investing in the green economy in countries like Korea, the US, Australia, UK, France, Germany, China or Brazil. However, there is a lack of coordination between sector and macro economic policies and skills policies. This was confirmed in the findings of the ILO-UNEP 2008 Green Jobs Report.

For the ILO's SECTOR Department, skills for the transition to the green economy were of upmost importance for the utilities sector, and the recommendations made in the research report on renewable energies will be taken forward to constituents in the next biennium.

2.1.1 Perfect timing

The timing of the research project was identified as highly relevant by all interviewees[3]. With regard to the EC's 2020 strategy, the project contributed to the question about how EC labour markets are likely to evolve.

For the ILO, the 2008 Green Jobs report was an important milestone, but it provided only a generic view. As **skills are a considered the cornerstone of change technologies**, the project was timely and a useful successor to the 2008 Green Jobs Report. For the EMP/SKILLS, the timing of the project was also highly relevant. The Green Jobs Initiative set out expectations across the house for EMP/SKILLS to contribute to and the project met those expectations.

> "The ILO took the right approach at the right time to pull together existing knowledge".
>
> External stakeholder

[3] interviewees who were in a position to comment on this evaluation question: 6 out of a total of 8

From a global perspective, in the post-global financial crisis high unemployment led to high interest in investing in the green economy, both in developed and developing countries.

The high appropriateness of the project strategy is shown in Table 1 below.

Table 1 Appropriateness of project strategy

Key points of project strategy	Appropriate-ness	Comment
a) Review models in the identification of occupation and skill needs of the labour market which result from the impact of transition to the low carbon economy	High	Project strategy of developing models and research on two sectors were mutually reinforcing
b) Recommendations on the mix of quantitative modelling and qualitative methods and institutional mechanisms for the labour market assessment and signalling adjusted to different needs and levels: national, sectoral, supranational/European	High	Project strategy of developing models and research on two sectors were mutually reinforcing; particularly appropriate for UNESCO due to upcoming research study
Study of occupational and skill needs in two green sectors:		
c) Renewable energy	Very high	Research area could have been given more weight but there was considerable demand for the non-sectoral report
d) Green building	Very high	Research area could have been given more weight but there was considerable demand for non-sectoral report
e) Shed light on the global dimension of skill needs and on the perspective of national, sectoral and company level human resource strategies in mitigation and adaptation to climate change in both sectors	Very high	No comment

2.2 Highly efficient project management

Project efficiency: Key findings

- Generally high efficiency of project management:
  - Used less than the original budget to deliver more outputs than agreed : 8-12 page research brief papers for three research topics
- Methods chosen for achieving high quality product very highly conducive
- 18 months project duration was ambitious, the originally proposed 24 months duration would have been more realistic; but real value for money was delivered thanks to the hard working project team and a 2 month's no-cost project extension
- It was a challenge for the ILO to meet the deadlines and for the EC in getting feedback from technical colleagues on time (sometimes EC comments were contradictory, causing challenges for the non-technical experts in the International Department of DG Employment)
- EC budget procedures caused problems with reconciling information with ILO's IRIS system and a parallel budget monitoring was felt necessary on the ILO's side
- Project suffered to a certain extent because of the lengthy recruitment process for principal researcher who was incorporated only 3 months after the project launch

This section reviews the efficiency of the "Knowledge sharing in early identification of skills needs" project with a focus on project management and value for money, including the validity of methods chosen, quality of results and appropriateness of staffing.

Overall, the efficiency of project management was high, particularly with regard to ILO technical backstopping, administrative support, project monitoring, regular communication and formal reporting. Funds were disbursed on time. Five out of 6 respondents considered the efficiency of the project as very high or high.

The ILO had difficulties in meeting tight deadlines and the EC had trouble in timely collecting and collating coherent feedback from internal technical units. The EC counterpart, not being a technical unit, had to refer all technical questions to experts in a range of EC departments and the process of receiving feedback often proved to be very time-consuming.

Budget procedures constituted a challenge for the ILO. Differences in budget lines between the EC and the ILO required shadow financial monitoring as the ILO's IRIS system would not reflect the accurate financial status of the project. The project will have spent the entire budget by the end of its lifetime, but EURO 30.000 related to

travel could not be transferred to another budget line, for example for the translation of research documents. Those funds will have to be returned to the EC[4].
The project suffered a very tight deadline. While initially 24 months were proposed for the project implementation, an agreement of 18 months was reached in the project document. As a result of the reduced timeframe, the project was constantly fighting deadlines and at times the research efforts seemed rushed. While the team was not always able to meet deadlines, the team seemed to have made an impressive effort.
The drive to cut the implementation time to 18 months as part of the project formulation discussions might have been influenced by the differences in recruitment procedures in the EC and ILO. While in the EC experts can be mobilized almost instantly through predefined pools of experts, the ILO had to spend 3 months of project time before being able to recruit a principal researcher.

For EC policy making, quicker results might have been desirable, but external stakeholders agree that it would only have been feasible to do so by simultaneously decreasing the number of research papers.

Research methodology

All six interviewees[5] stated that the methods chosen for the project were conducive to achieving products that were of either very high or high quality. The approach of conducting internal consultation and external validation of research papers seemed very efficient.

Workshops in October 2010 and March 2011 served as important brainstorming opportunities to shape project findings, including inputs from other actors. The methodological approach chosen was highly efficient: after improving the initial analysis there was good expert participation at the validation workshop from leading peers. The internal-external interface, the use of expert consultants to produce draft reports and the strategic involvement of wider parts of the EC and others was a key success factor in this process.

Stakeholders from the ILO and other organizations highly appreciated the consultative approach taken.

Efficiency was rated as very high for the reports on methodologies, modelling and recommendations and on green building. For the report on renewable energy, the partner contracted by the project lacked knowledge about the skills component and the project team had to invest significant time in reshaping the draft report. However, the service provider was considered the only obvious choice for bringing a global industry perspective. External stakeholders acknowledged the impressive research team effort and agree with the statement made below by members of the project team.

> Looking back, we had a good mix of in-house and outsourced research. The tools mix worked well using desk review, surveys and national case studies. The project had a wide audience for commenting on drafts and benefited from peers' comments at the validation seminar
>
> Source: project team

The only criticism of project efficiency was the suggestion that research results could have been consolidated better to ensure optimal use by EC policy makers. However, it seems that the project attempted to address this issue by producing the 8-12 page research brief papers.

Staffing

A 3-month lead time to recruit the principal researcher, the subsequent change of principal researcher 7 months into the project as well as maternity leave of the project manager put the project team under considerable strain. Given those constraints, the no-cost extension of 2 months cannot be considered as an indication of lack of efficiency in project management.

The assessment as to whether the project staffing was appropriate is inconclusive due to diverging respondent views.

2.3 High project effectiveness

Project effectiveness: Key findings

- Project outputs were sufficient to realize overall project objective
- The project established a knowledge-sharing partnership between the ILO and EC in the area of early identification of skill needs for the greening of the economy that had not existed before; previously the EC provided funds for skills reform at country level
- The project was less effective in addressing the ILO cross-cutting issue of poverty, due to EC geographic priorities. However, though research focused on developed countries and emerging economies, it is most likely to find application in LDCs, too
- Gender was addressed to the extent possible, for example in questionnaires; and labour standards to a limited extent as renewable energy for example is still young sector that is not well organized as yet.

This section reviews the effectiveness of the "knowledge sharing in the early identification of skills needs" project. Gender equality, ILO cross-cutting issues and the attribution of change to the project are also addressed.

Overall, the project seems effective, as acknowledged by all stakeholders and proved by the research results produced by the project team. The report on methods, modeling and recommendations covers and integrates state-of-the-art research and is considered unique. The report on renewable energy is considered solid, making some new points like the impact of volatilities in investments on HR. Table 2 shows the level of achieving projects results.

Table 2 Project results framework and level of achievements

Project outputs	Indicators	Comment
Component 1: Comparative analysis of methods of identification of skill needs on the labour market in transition to low carbon economy and a set of recommendations on the quantitative and qualitative methods and institutional mechanisms for the labour market assessment and signaling adjusted to different needs and levels: national, sectoral, European/supranational; countries at various stages of development.	▪ interim technical report based on desk research and preliminary conclusions, ▪ small-scale technical meeting, ▪ the final technical report with the set of recommendations produced, validated and published as a product of collaboration between the EC and the ILO.	All processes implemented according to plan, despite some minor delays. Additional short research brief produced (though not demanded in ToR).
Component 2: Global studies in two sectors - renewable energy and green building - on occupational and skill needs and related strategic human resource development responses in the light of environmental degradation, climate change and the global call for greening economies	▪ two draft sectoral studies are submitted to the final validation workshop and the final version is available at the 15th month after the project start, ▪ two global sector study on occupational and skill needs and HRD responses to climate change in renewable energy and in green building produced, validated and published as a product of collaboration between the EC and the ILO	All processes implemented according to plan, despite some minor delays. Additional two 8-12 page research briefs produced (though not demanded in ToR).

Cross cutting issues

The project's geographic focus on developed countries and emerging economies was determined by EC policy priorities. A stronger focus on LDC's would have been typical and desirable for the ILO but was not negotiable. However, a "trickle-down" effect in the application of research findings to LDC seems likely, according to project stakeholders.

"Green jobs is a growing area of interest as the economy is changing, with major impact on labour issues. While mid- and high income countries are not really a priority in this respect, in the EC those issues are currently due and work done in this geographical region can serve other parts of the world".

Source: Project stakeholder

Gender issues were considered in the research to the extent possible while labour standards were integrated to a lesser extent. While the building sector is mature and well organized, the renewable energy sector is relatively young and not well organized in terms of union engagement[6].

The project has been instrumental in enhancing the cooperation and knowledge sharing in the field of early identification of skill needs for the greening of the economy between the ILO and EC. This was acknowledged by all interviewees (8/8).

In addition the project changed the way the ILO values EMP/SKILLS in the field of green jobs and enhanced the reputation of the Skills Department by putting it in a new light.

"The project was ground-breaking and responding to an urgent need"

"The ILO-EC project constituted a key intervention in this thematic area"

"Project adds value to work done by OECD, Cedefop and ILO INSTITUTE"

"The project established a knowledge sharing partnership between the ILO and EC that had not existed before"

Source: project stakeholders

6 The project team commented that the whole number of recommendations were made however to address enhancing social dialogue in the sectors as well as the role of social dialogue in anticipation of skill needs.

2.4 Project impact: early signs of emerging evidence

Project impact: key findings

- Impact is difficult to assess when the research project has not been finalized;
- There is already evidence that the reports are considered comprehensive and very useful;
- Research responded to increasing demand from the field, especially from the Asia and Latin America region;
- Without the project…
  - front-line research (only available to a certain extent in the US and Australia) would have been missed
  - the knowledge base would be less advanced
  - the ILO would have been less credible and visible vis-à-vis green jobs

This section reviews the impact of the "knowledge sharing in early identification of skills needs" project. As the project was still ongoing at the time of the final evaluation, this evaluation criterion was mainly addressed through the hypothetical question: What would have happened without the project?

The evaluation of impact of research is best undertaken "ex-post", i.e. a couple of years after the creation of research products. This timeframe facilitates a full assessment of impact. Since evaluators rarely have an opportunity to benefit from such a long time window and it may be useful to address the issue of impact through hypothetical questions.

Internal and external stakeholder clearly converged in their replies to the question "***what would have happened without the project?"***

In a nutshell, the knowledge base about skills needs for the greening economy would have been significantly poorer and less specific without the project results. While some industry-based analysis is ongoing on this topic to certain extent in the private sector, the project managed to address a significant gap.

Front-line research is otherwise only to be found to a certain extent in the US and Australia. At the same time the project provided increased credibility and visibility to the ILO and EMP/SKILLS in particular vis-à-vis green jobs. Spill-over effects of the project were very positive and formed partners view of the ILO, for example by UNEP, UNESCO or the OECD.

Invitations to the project team to share results from EC countries are proxy indicators not only of a credible research methodology and of valuable high quality of research but also of project impact.

Without the project…

"…we would be 2 years behind in knowledge about those issues and would have had to start over. Now we are where the rubber hits the road and ready to implement recommendations in the next biennium"

"…we would be essentially behind from where we are now; the ILO research functions as a true reference point and allows to move forward in a more coordinated way"

Source: project stakeholders

More specifically, without the project, component 1 would have been missed: a consolidation of existing information combined with 2 types of expertise, quantitative modelling and 20 years of skills research.

On the topic of green building, research from a global perspective was done for the first time. For the renewable energy sector, the shift from a national to a global perspective reveals that a similarity of skills required internationally and offers scope to share training and qualifications that might otherwise have been overlooked.

2.5 Project sustainability: use in EMP/SKILLS, SECTOR, EMP/ENT, the EC and by external stakeholders

Project sustainability: key findings

- Probability of using the research products is generally high for EC due to future application in policy making and wide interest in the component 1 report, including interest in use from OECD and UNESCO
- Use in ILO trainings (EMP/SKILLS & SECTOR) and work in the utilities sectors in the next biennium by SECTOR
- Use in the field is likely due to the efficient project team who are responding promptly to queries from field offices, at times within 24 hours (in the case of a request from Mauritius)
- Cooperation with EMP/ENT on Green Jobs II Report
- While the project team responded well to field level demands, the strategy for proactive outreach is less clear

This section reviews the sustainability of the "knowledge sharing in early identification of skills needs" project. The focus is particularly on the current and likely future use of research products.

The majority of stakeholders, including the ILO, EC, OECD and UNESCO, assessed the sustainability of the project in terms of research products and their use very positively. The project team has not developed a specific strategy to promote the use of research results beyond a dissemination strategy[7] but the participatory process of discussing the research findings, first in the ILO and then externally has served as a powerful boost to raising awareness and interest in the use of results.

It is very likely that the EC will use the results in policy making as the topic is high on the EC's policy agenda, linked to the 2020 strategy.

The promotion of the use of research products can be assessed from two angles: the service side and the research & training side.

Service side:
The project team appears to have been very responsive to demand from ILO field offices. This approach to promoting research products seems demand driven rather than planned. At times field demand seemed overwhelming, but the project team managed to respond quickly to queries from field offices, at times within 24 hours in the case of a request from Mauritius.

Other examples of the project team responding to increasing demand from the field, especially the Asia and Latin America region include:

- Research feeding into possible project preparations with the Asian Development Bank;
- A regional workshop in Central America to disseminate results;

[7] Comments on the draft report indicate that this kind of strategy was neither envisaged by the ILO nor by the EC.

- Formulation of country strategies, for example in the Dominican Republic on green jobs
- Ministerial Conference 'Environment for Europe' in Astana, Kazakhstan (all European and Central Asia region)
- ADB workshop Social Dimensions of Climate Change in Seoul, Rep of Korea (the whole region of Asia and the Pacific, represented by ministries of finance and planning)
- Meeting of ILO colleagues in the Regional Office for Asia and the Pacific (ROAP, Bangkok)

Research & training side:

The project team engaged in cooperating with EMP/ENT on the Green Jobs II Report "Green jobs in the green economy" due to be launched in 2012. This has provided a vehicle for the research results in a high-level ILO report. A guide on methods for anticipation of skill needs is currently being developed, using findings from Component 1 and illustrations from the sectoral analyses.

Research findings fed into ILO/ITC training in various occasions, mostly in training delivered by EMP/SKILLS but also by SECTOR:

- Green Jobs: linking climate change and the world of work (July 2011)
- Skills for Green Jobs (April 2011)
- LED Green Jobs Learning Forum (April 2011)

Further use of research findings in trainings by EMP/SKILLS is planned for October 2011 during the 2-weeks Skills Academy in ITC, Turin.

External stakeholders confirmed the positive assessment of research product's sustainability, especially in the world of academia. However, they noted the need to facilitate the practical application of research findings for policy makers on the one hand and practitioners in the field on the other hand. The project team seemed to have anticipated those demands and already produced research briefs to condense research findings in a user-friendly format for policy makers, social partners, experts and practitioner.

2.6 Very high utility

Project utility: key findings

- The utility was very high
- Demand, at times overwhelming, comes from findings on sector based skills development and the recommendations to develop employment policies
- The project went beyond stating a problem but analyzed concrete solutions:
  - why they work;
  - who the actors are;
  - what resources and time is required for the transition to the low carbon economy

This short section reviews the utility of the "Knowledge sharing in early identification of skills needs" project.

Internal and external project stakeholders confirmed the high to very high utility of the project in seven out of seven stakeholder responses. The project is already answering growing demand from the field and some of the research results have been used in Turin-based training delivered by EMP/SKILLS and SECTOR. Stakeholders specified that demand came for findings on sector based skills development and the recommendations to develop employment policies.

The project went beyond stating a problem by analyzing concrete solutions, why they work, who the actors are and what resources and time are required for the transition to the low carbon economy. The project can demonstrate high utility already.

"A recurrent theme of ILO research is that it is produced in a user-friendly language, apt for employers and unions to be understood and used. The project was very well targeted to serve efforts more effectively".

External stakeholder

From a statistical viewpoint, a concern remains as to whether adequate statistical tools are being used to define what is to be measured since the identification of what constitutes "green jobs" is an ongoing international debate, well beyond the research project.

3 Conclusions

Relevance

1. The demand-led nature of the project, responding well to constituents' needs expressed during the ILC and EC strategies, was a sound basis to secure the project's relevance throughout the lifetime of the intervention. The project impressively constitutes a good practice example for the ILO and EC with regard to how to ensure project relevance.

Efficiency

2. The project was highly efficient. The research team anticipated the demand for synthesized research products to be used for example by policy makers and went beyond the agreed number of outputs. The project exceeded expectations.

3. The approach of an internal-external interface by using expert consultants and in-house expertise to produce draft reports, the strategic involvement of the ILO for feedback and external validation proved highly efficient.

4. The originally envisaged 24 months might have been a more appropriate timeframe for the project implementation. 18 months, as agreed in the project document proved to put the research under unnecessary strain. Ultimately, the 2 months cost extension proved the impracticality of the 18 months' timeframe.
The EC's insistence on a shorter timeframe during the project formulation might have been influenced by misunderstanding the lead time required for ILO due to the organization's recruitment procedures.

5. The tight timeframe, combined with time lost due to the recruitment process for the lead researcher and his subsequent replacement, impacted negatively on the ability of the project to meet all deadlines. Though most deadlines have been met, the project team struggled to consider late feedback from EC technical colleagues, a fact that was partly due to delayed project deadlines in the first place. However, the EC counterpart also struggled to get technical feedback on time, being a non-technical department and bound to request feedback from a wide range of technical in-house experts. While the EC counterpart made the upmost efforts to support smooth project management, and mostly succeeded, diverging agendas of the EC technical departments and occasional conflicting comments from those departments put the EC counterpart in an uneasy and difficult position. Ultimately, this situation hampered the efficiency of the EC project counterpart.

6. The project team lost valuable time in figuring out how to reconcile EC and ILO financial reporting procedures. Given that those procedures cannot be changed, in house technical support in Geneva for the project team seemed insufficient, despite excellent efforts by the Budget Departments and advice from Pardev and ILO Brussels. The team felt that a training course would have been useful.

Effectiveness

7. The project was highly effective and upgraded EMP/SKILLS' relationship with the EC.

8. The EC's policy priorities and its financing instrument for this joint management agreement determined the geographical focus of the research project. While the ILO's poverty focus could have been served better by including LDCs in the research, a conviction prevails that the poorest countries will eventually benefit from these research findings.

9. Gender was addressed to the extent possible in the research project.

Impact

10. As the project is still ongoing at the time of the final evaluation, it is far too early to assess impact. However, indications of the likelihood of impact emerge through the quality of reports and demand from the field, mostly from middle and low income developing countries

Sustainability

11. Even though the ToR of the final evaluation asks for recommendations on the use of the research products, evidence shows that a wide range of use exists already. Use of research results in EMP/SKILLS; SECTOR and EMP/ENT reflect the project team's efficient and effective in-house outreach. The inclusion of external stakeholders through the validation workshop has encouraged the use of research results by relevant partners like the OECD and UNESCO.

12. Following a well-coordinated process during the lifetime of the project, a coordinated publication process of research products in the future is desirable for the EC.

Utility

12. 13. All three research components and products were extremely useful and should enable users to analyse requirements for the transition to the low carbon economy.

4 Recommendations

The following recommendations are to ILO, EC, other donors in general and/or research teams to allow lesson learning in the design and implementation of research projects. The targeted groups are highlighted in **bold**. Recommendations are not time-bound, as the project evaluation is a summative one and the project is about to be finalized.

1. The **ILO and EC** should embrace the good practice example constituted by the project and ground its future cooperation on clearly articulated demand from both partners.

2. **Donors in general:** Noting the difficulty of meeting deadlines and finalizing deliverables, the ILO should in future determine a practical timeframe for completion for research projects, and should take steps to avoid start up delays due to late staffing..

EC: To increase the efficiency of the EC counterpart, it is strongly recommended that in the future projects be handled by technical services pertinent in the field of expertise. This would allow focusing of technical comments, providing comments on time and avoid contradictory messages to researchers.

3. **ILO HR, BUDGET, PARDEV, and possibly ILO Brussels**: The ILO should consider providing some practical training on how to translate EC procedures, especially financial ones, to the application of ILO's IRIS system.

4. The **ILO and EC** can capitalize on the emerging impact of the joint management agreement by: i) doing more of the same kind of interventions, ii) looking for complementary way of disseminating and applying the methods and the results, and iii) suggest the joint management agreement's approach to be retained as an emerging best practice of how fresh research findings can immediately be linked into policy review and formulation processes at country and sector level.
it is recommended to coordinate future publication processes of the project's research products very closely with the EC.

5. **ILO/EC:** it is recommended that a dissemination strategy should be outlined specifically in the project document to strategically promote the use of research results in order to ensure utilization-focused work is established early on in project implementation.

5 Lessons Learned and good practices

A number of pertinent lessons and good practices emerge for research projects and are presented below.

Lessons learned

1. Project formulation

While negotiation of a project timeframe has clear budget implications for a donor, realism about the practicability should prevail. Less research outputs would have been more appropriate for a 18 months' project time frame and should be considered for any future research project. Alternatively a longer time frame of 24 months for the same level of research outputs could be considered.

The ILO should always try to fully reflect its poverty focus in research projects, regardless of the donor. Where this is not possible, project strategies on how to make research findings relevant to LDCs should be developed and implemented.

2. Project management

- The project monitoring process, including deadlines need to be clearly agreed in the project document to avoid confusion or additional late demands for reporting that was previously not agreed. Overall, deadlines help research teams to focus and ensure that progress is made. When deadlines cannot be met, the need for postponement should be communicated with some lead time.
- Project timeframes need to be realistic and at the same time geared to feeding research results into the policy making processes
- Having one technical contact point in the donor agency, as opposed to a non-technical one, would increase the efficiency of project management.
- The lead time for recruiting external researchers requires consideration so that the project timeframe can be shaped accordingly.

3. Project implementation

- The parallel implementation of 3 research studies was mutually highly beneficial in this case but not necessarily replicable as it is too time-intensive for a small research team
- The close involvement of ILO departments and key stakeholders during key stages of the research process (feedback rounds, validation meetings) increase the likelihood of awareness of the research, ownership of results and their subsequent use. This constitutes good practice and merits replication.
-

4. Exit strategy

- The post-research phase needs to be addressed in the project document: the specific use of research results for example leading to training or the replication of the project at field level should be identified, even if it may appear aspirational and beyond the project's direct remit.

5. ILO – EC cooperation

- To address the fragmentation of the ILO-EC cooperation portfolio a more strategic approach would be desirable: rather than undertaking one-off

initiatives, it would be better value for money to extend research in general to field level implementation or follow-up research

- For cooperative projects with the EC, the ILO liaison office in Brussels can continue to play a key facilitation role, especially during the project formulation phase

Good practices

Ensure project relevance as the cornerstone for the use of results

1. To increase the relevance of research (and other) interventions, work should be demand-led. Project designs directly responding to constituents' needs expressed during the ILC, (but also in the ILO's P&B or DWCPs) and donor strategies can secure a sound basis to secure the project's relevance throughout the lifetime of the intervention. This will also increase the likelihood of increasing the ownership and subsequent use of results.

Consultation increased awareness and the likelihood of using results

2. The close involvement of ILO departments and key stakeholders during key stages of the research process increases the likelihood that key people will be aware of the research, and become more likely to take an interest in the results and make use of them. In-house consultations stimulate internal interest and involvement, while external peer review, for example through a validation workshop, provides further clout for the research products.

Packing results for easier use

3. The combination of producing high quality and in-depth research reports with easily digestible research briefs constitutes good practice and merits replication in other research projects.

Annex 1 Terms of Reference

Terms of Reference for the Evaluation of the EC/ILO Joint Management Agreement on Knowledge sharing in early identification of skill needs for the low-carbon economy

Introduction and Rationale

This independent final evaluation is designed to evaluate the ILO/EC joint management global research project on Knowledge sharing in early identification of skill needs for the low-carbon economy. The evaluation aims to verify whether the objectives of the project have been achieved and how the project is embedded in and informs the overall work programme of the EC and the ILO. The evaluation will also look at the project design. The Evaluation will comply with UN norms and standards as well as EU evaluation standards; ethical safeguards will be followed.

Project background and context

Countries around the world face unparalleled challenges of fast and unpredictably changing situation on the labour market. As the result of the current economic downturn job losses across different economic sectors on the one hand and economic stimulus packages on the other hand will alter the structure of demand for skills. It is essential that potential skills mismatches are timely identified and that relevant skills response strategies are ensured to mitigate the costs of economic restructuring. Governments and social partners are looking for efficient exit strategies from the current economic crisis. Skills response strategies must go hand in hand with other measures, both short- and long-term, to ensure the availability of skills. The shortage of green-collar professionals with cutting-edge skills in energy efficiency, green engineering and green construction has already been identified in a number of countries as a major obstacle in implementing both current green stimulus packages and longer term national strategies to cut greenhouse gas emissions.

In this context the ILO and the EC have concluded a joint management agreement *"Knowledge sharing in early identification of skill needs."* The total project cost amounts to € 555 871 , covering a project duration of 18 months, starting 1st February 2010. The overall objective of the programme is to enhance cooperation and knowledge sharing in the field of early identification of skill needs between the EC and the ILO for mutual benefit, so that both can add value to their own activities and existing research by drawing on state-of-the-art knowledge and good practices. The study was to focus on industrialized countries and emerging economies and intended to develop on this basis a comparative insights that can be applied to the situation in the EU and/or enhance the EU knowledge on skills' trends of its strategic partners.

In particular the programme strategy is based on the implementation steps in two mutually supportive components: The first component *Comparative analysis of methods of identification of skill needs on the labour market in transition to the low carbon economy* reviewed models and other methods and approaches in identification of occupations and skills needs on the labour market which result from the impact of transition to the low carbon economy. Research methodology applied included literature review, review of specific methods used in selected studies, contracting of a specialized service provider, the Political Economy Research Institute (PERI), and a technical expert workshop in Geneva. The main output of this component should be a set of recommendations on an appropriate mix of quantitative modeling and softer qualitative methods and institutional mechanisms for the labour market assessment and signaling of skills and occupational needs for greening the economy for various levels: national, sectoral, European/supranational.

The second component *Study of occupational and skill needs in two green sectors* identified occupational and skill needs and related skills development responses in renewable energy and green building. The sectoral studies help to shed light on the global dimension of skill needs and on the perspective of national, sectoral and company level human resource strategies in mitigation and adaptation to climate change in both sectors.

For the study on renewable energies, REN Alliance, the umbrella association of 5 global renewable energy sub-sector associations was contracted to run a survey among member associations,

companies and training providers. Findings from the survey, literature review and a focus group discussion with experts from the ILO, IOE, PSI and ICEM led to the final report.

The study on green building was drawn on a literature review, a mapping study conducted by an external collaborator, research at country level, either by project staff or by contracted national experts. In addition, a survey among ILO constituents in 27 countries yielded insights from social partners and relevant ministries. The findings were also discussed in a focus group with experts from the ILO and the World Business Council for Sustainable Development.

All three studies were reviewed and discussed at a final validation workshop on 29-30 March in Brussels which brought together representatives from ILO and the EC, project partners, social partners, international organizations and other experts. The three studies were also commented by experts in the ILO.

The studies build on the ILO global research on Skills for green jobs conducted in 21 countries in 2009 and 2010. The global synthesis report is published in 2011.

The project was implemented by the ILO Skills and Employability Department (EMP/Skills) in Geneva. Project staff included a full-time principal researcher, a full-time junior researcher, a skills specialist (project manager) and a skills development officer who contributed to the project part-time. The project manager reported to the Director of EMP/Skills.

Purpose, scope and clients

The evaluation will be used both for accountability and for EC's and ILO's organizational learning.

The scope of the evaluation covers all 18 months of project duration and all three outputs produced.

Clients for the evaluation are the ILO's tripartite constituents, the EC, the project manager and team, the ILO Skills and Employability Department, and other relevant colleagues at HQ, in particular managers in the Green Jobs Programme, at the Institute for International Labour Studies and PARDEV.

Criteria

Criteria for evaluation are

- the relevance and strategic fit of the project,
- project progress and effectiveness,
- efficiency of the project
- the validity of project design,

- effectiveness of management arrangements.
- project sustainability
- project utility

Questions

- do the objectives respond well to the needs? (relevance)
- Have the objectives set out in the ToR been achieved? (effectiveness)
- Have the effects been reached at optimal cost? (efficiency)
- On the basis of evaluation interviews, how will the results - products, findings, recommendations - be used by the ILO, the EC, and tripartite constituents? (sustainability?)
- Was the project design chosen in terms of methods, timing, and staffing conducive to achieving quality products? (validity of project design)
- Do results correspond to needs and problems to be solved? (utility)

The Evaluator is asked

- to produce specific recommendations to enhance the use of the project findings by the ILO and the EC, and their constituents,
- to produce recommendation for potential forthcoming joint management projects of the EC and the ILO with respect to their design and implementation.

The Evaluator is asked to analyze the project's performance related to ILO's crosscutting issues on gender, labour standards, and tripartism/social dialogue.

Methods

Evaluation methods include document analysis and interviews, for which the evaluator is asked to spend some days in Geneva, and conduct telephone interviews with relevant experts at the EC and other project partners.

Main outputs

An evaluation report of 10-15 pages.

Submission of draft report to the Evaluation Manager by July 10[8]

Submission of final report to the Evaluation Manager by July 27

The quality of the report will be determined by conformance with Checklist 4 Formatting Requirements for Evaluation Reports, and Checklist 5 Rating for Quality of Evaluation Reports.

Management arrangements

Evaluation manager for this evaluation is James Windell.

The evaluator will be provided with support by the project team: Olga Strietska-Ilina (Manager), Con Gregg (Principal researcher), Christine Hofmann (Skills Development Officer and Manager-in-charge), Mercedes Duran (Junior researcher).

The Evaluation Manager circulates the draft evaluation report for comments to the project manager, the Green Jobs Programme Coordinator (Kees van der Ree), the European Commission, ACTRAV (Lene Olsen) and ACTEMP (Roy Chacko) and the Employment Sector Evaluation Focal Points (Michiko Miyamoto and Claudia Coenjaerts). The Evaluation Manager compiles comments and forwards them to the Evaluator, who incorporates them and submits the final report to the Evaluation Manager. The final report is then sent on to the Employment Sector Evaluation Focal Points (Michiko Miyamoto and Claudia Coenjaerts) who review the report and forward it to EVAL. The final report is made available to the European Commission.

Work plan – timing to be revised following the 2 month extension of the contract

Time	Activity	People involved
June 30	Familiarization with project documents	Project staff
July 6-8	2-3-day visit to Geneva, interviews with ILO staff	Evaluation manager, project staff

[8] Timing of the evaluation may be postponed until August-September 2011 depending on EC approval of project extension request.

July 4-5, 11-12	Select telephone interview partners	Evaluation manager, project staff
July 4-5, 11-12	Telephone interviews with EC	EC
July 15	Submission of draft report	Evaluation manager
July 21	Submission of comments on draft report	Evaluation manager
July 27	Submission of final report	Evaluation manager

The evaluation report and its contents are the property of the ILO and the EC.

Annex 2 List of persons interviewed

Name	**Organization**
Agata Wozniak,	EC, DG Employment and Social Affairs, External Relations Unit
Anastasion Bisopoulos	EC, DG Employment, Employment Analysis Unit
Antonio Ranieri	Cedefop
Audrey Le Guével	ILO Brussels
Carlos-Carrion Crespo	ILO SECTOR
Chris Evans-Klock	EMP/SKILLS, Director
Christine Hofmann	EMP/SKILLS, Project team
Con Gregg	EMP/SKILLS, Project team
David Hunter	ILO STATISTICS
Edmundo Werna	ILO SECTOR
Kees Van der Ree	EMP/ENT
Lene Olsen	ILO ACTRAV
Mercedes Duran Haro	EMP/SKILLS, Project team
Naing Yee Mar	UNESCO-UNEVOC, Programme Officer
Olga Strietska Ilina	EMP/SKILLS, Project team leader
Paul Swain	OECD, Directorate for Employment, Labour and Social Affairs, Principal Economist

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Annex 4 Questionnaire for data collection

ILO-EC Project: Knowledge sharing in early identification of skills needs: **Questionnaire**

Name	Position	Organization	Date

I. Relevance

1a. To what extent did the project relate to skills needs priorities in the ILO and EC? (ILO: Strategic objectives, P&B outcomes)

(The two projects components were:
Comparative analysis of methods of identification of skill needs on the labour market in transition to the low carbon economy will review models and other methods and approaches in identification of occupations and skills needs on the labour market which result from the impact of transition to the low carbon economy; and
Study of occupational and skill needs in two green sectors will
identify occupational and skill needs and related strategic human resource development responses in two green sectors: renewable energy and green building)

	Highly relevant	Relevant	Less relevant	Irrelevant
Relevance to skills needs (please select your organization)				

1b. How did the project related to those priorities?

Please explain:

2. To what extent was the design of the project appropriate to knowledge sharing about skills needs in the ILO and EC?

Appropriateness of:	Highly appropriate	Appropriate	Less appropriate	Not appropriate
Project strategy				
a)				
b)				
c)				
d)				
e)				

Project strategy:

a) review models in identification of occupations and skills needs on the labour market which result from the impact of transition to the low carbon economy
b) recommendations on the mix of quantitative modelling and qualitative methods and institutional mechanisms for the labour market assessment and signalling adjusted to different needs and levels: national, sectoral, supernational/European
c) identify occupational and skill needs and related strategic human resource development responses in renewable energy
d) identify occupational and skill needs and related strategic human resource development responses in green building
e) shed light on the global dimension of skill needs and on the perspective of national, sectoral and company level human resource strategies in mitigation and adaptation to climate change in both sectors

Please explain your assessment:

3. To what extent was the timing of the project relevant to the international political context ?

	Highly relevant	Relevant	Less relevant	Irrelevant
Relevance of timing				

Please explain your assessment:

II. Efficiency and validity of project design

5. What measures have been taken during the planning and implementation phase, including M&E to ensure that resources are efficiently used?

	Very high	High	Low	Very low
Measure to				

ensure efficiency (please list)				
a) ILO technical backstopping				
b) ILO administrative support				
c) Regular communication				
d) ILO Project monitoring				
e) Regular ILO reporting				
f) EC project support				
g) Timely EC feedback				
h) Timely disbursement of funds				
…				

6. To what extent have the outputs been delivered as agreed?

	Very high	High	Low	Very low
Delivery of outputs				
a) review models in identification of occupations and skills needs on the labour market which result from the impact of transition to the low carbon economy				
b) recommendations on the mix of quantitative modelling and qualitative methods and institutional mechanisms for the labour market assessment and signalling adjusted to different needs and levels: national, sectoral, supernational/European				
Study of occupational and skill needs in two green sectors:				
c) renewable energy				
d) green building				

7a. To what extent could the same results have been achieved for less money or more quickly?

Please explain:

7b)

To what extent were the methods chosen for project conducive to achieving quality products?

	Very high	High	Low	Very low
Methods chosen conducive for quality products				

Please explain your assessment:

7c) To what extent was project staffing conducive to achieving quality products

	Very high	High	Low	Very low
staffing conducive to achieving quality products				

Please explain your assessment:

III. Effectiveness

8a. To what extent were the project outputs sufficient to realise the agreed overall objective?

(Project's overall objective: "enhanced cooperation and knowledge sharing in the field of early identification of skill needs for the greening of the economy between the EC and the ILO for mutual benefit, so that both can add value to their own activities and existing research by drawing on state-of-the-art knowledge and good practices"

	Very high	High	Low	Very low
Sufficiency to achieve goal				
Project objective 1. a) review models in identification of occupations and skills needs on the labour market which result from the impact of transition to the low carbon economy				
b) recommendations on the mix of quantitative modelling and qualitative methods and institutional mechanisms for the labour market assessment and signalling adjusted to different needs and levels: national, sectoral, supernational/European				
Project objective 2: *Study of occupational and skill needs in two green sectors:*				
a) renewable energy				
b) Green building.				

Recommendations for improvement:

8c. To what extent has the project effectively succeeded in the following ILO cross-cutting issues:

	Very high	High	Low	Very low
Poverty				
Gender mainstreaming				
Labour standards				
Social dialogue				

Recommendations for improvement:

9. To what extent are changes in enhanced cooperation and knowledge sharing in the field of early identification of skill needs for the greening of the economy between the ILO and EC likely to be attributable to the ILO-EC project?

	Very high	High	Low	Very low
Attribution of change to project				

Please explain your assessment:

IV. Impact

10. What are signs of the project's progress towards achieving its objective?
(Project's objective: "An enhanced cooperation and knowledge sharing in the field of early identification of skill needs for the greening of the economy between the EC and the ILO for mutual benefit, so that both can add value to their own activities and existing research by drawing on state-of-the-art knowledge and good practices")

Please explain your assessment:

11. What would have happened in the in the ILO/EC with regard to the understanding of skill needs for the greening of the economy without the project?

Please explain your assessment:

V. Sustainability

12. To what extent has the project made progress in enabling the use of project outputs?

	Very high	High	Low	Very low
Progress in use:				
ILO				
final technical report with a set of recommendations on quantitative modelling and softer qualitative methods and institutional mechanisms for the labour market assessment and signalling of skills and occupational needs for greening the economy for various levels, needs and country conditions				
sectoral study on occupational and skill needs and related strategic human resource development responses in the light of				

environmental degradation, climate change and the global call for greening economies in ***renewable energy***				
sectoral study on occupational and skill needs and related strategic human resource development responses in the light of environmental degradation, climate change and the global call for greening economies in ***green building***				
EC				
final technical report with a set of recommendations on quantitative modelling and softer qualitative methods and institutional mechanisms for the labour market assessment and signalling of skills and occupational needs for greening the economy for various levels, needs and country conditions				
sectoral study on occupational and skill needs and related strategic human resource development responses in the light of environmental degradation, climate change and the global call for greening economies in *renewable energy*				
Constituents' use of above outputs (please specify)				

Please explain/Recommendations for improvement:

VI. Utility

To what extent do results correspond to needs and problems to be solved?

	Very high	High	Low	Very low
Needs and problems to be solved				

Please explain your assessment:

VII. Key lessons

15a. What are the generic lessons learned for ILO-EC projects with respect to their design and implementation?

Please explain: