



► QuickStart Guide: Measuring green jobs and skills for green jobs

A Companion to the ILO Handbook (2025)

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► Introduction and overview

This QuickStart Guide provides practitioners, programme managers, policymakers, and Monitoring, Evaluation, and Learning (MEL) specialists a concise overview for navigating and using the ILO Handbook in the context of MEL in programmes promoting Green Jobs and Skills for green jobs. Developed by the International Labour Organization (ILO) in collaboration with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the handbook provides detailed

guidance on standardised methodologies for assessing employment and skills outcomes associated with green investments, policies, and programmes, addressing a gap in this area.

Designed as a navigation tool, this guide summarises the handbook's core sections, highlighting key concepts, frameworks, methodologies and guidelines for implementation.

How to Use This Quickstart Guide

This Quickstart Guide follows the four-step implementation process outlined in the ILO MEL Handbook. It is structured to help practitioners apply each operational step. Key definitions, measurement methods, and indicators are integrated into the relevant steps to guide immediate use.



► 1

Step 1: Define the Project Goals and Expected Impacts

Study the project's theory of change (ToC), identify employment indicators and expected impacts, and look at whether the project is likely to generate direct impacts or indirect impacts. Practitioners should reflect on whether the project aims for short-term employment outcomes or long-term economy wide outcomes.



► 2

Step 2: Select Appropriate Tools for Measurement or Estimation

Identify the most suitable tool to capture the expected impacts. This involves considering whether employment outcomes fall under direct or indirect pathways, and choosing the level of analysis based on data availability and feasibility of different methodologies.



► 3A

Step 3A: Direct Pathways to Employment Outcomes

Conduct individual or enterprise surveys. Surveys should be contextualised according to the local labour market conditions, translated as needed, and pilot-tested.



► 3B

Step 3B: Indirect Pathways to Employment Outcomes

Apply macroeconomic modelling tools. Practitioners are advised to use locally available data when possible.



► 4

Step 4: Synthesize Results for Monitoring and Reporting

In the final step, users compile and interpret the data collected. The handbook recommends presenting disaggregated findings (eg. by sex, age, etc), documenting all assumptions, and linking employment outcomes to broader policy indicators.

Step 1: Define the Project Goals and Impact

This step involves examining the project's ToC and identifying whether the focus is on direct job creation or on broader labour market effects. Before selecting tools to measure outcomes, it is important to understand what green jobs and green skills are, how they relate to the project's intended outcomes, and what types of impacts should be measured.

1.1 Defining Green Jobs (Handbook Section 2.1)

The handbook defines green jobs as jobs in environmental goods, services, and/or processes, above a certain threshold of time/activity, and that meet decent work standards.



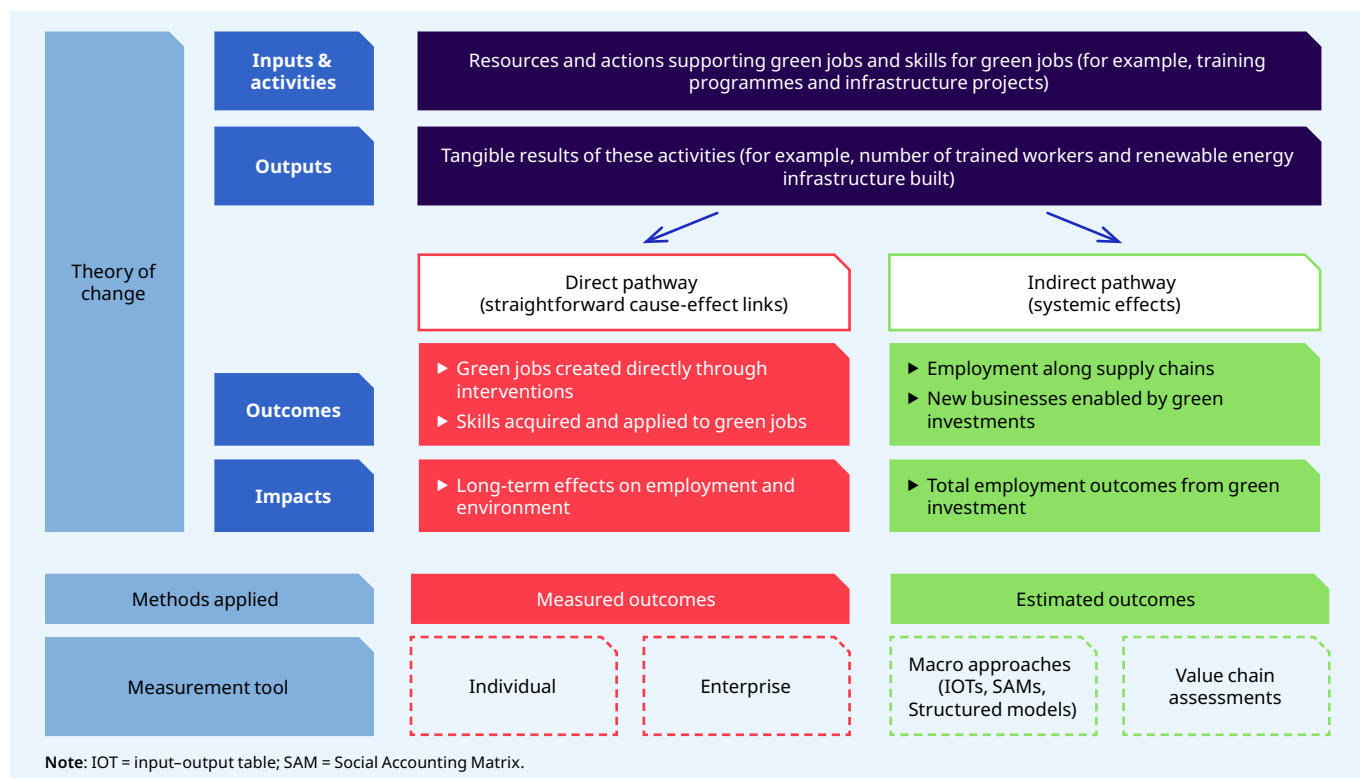
1.2 Defining Skills for Green Jobs (Handbook Section 2.1)

Skills for green jobs refer to skills that are necessary to successfully perform tasks for green jobs and to make any job greener. The term includes both core and technical skills and covers all types of occupations that contribute to the process of greening products, services, and processes, not only in environmental activities but also in other sectors.¹ In the context of the handbook, skills for green jobs are also understood as the skills associated with different occupational categories of the environmental sector.

1.3 Conceptual Framework (Handbook Section 2.2)

The conceptual framework diagram illustrates the logical flow between inputs, outputs, outcomes and long-term impacts. It maps out how green investments, policies, or training programmes lead to specific outcomes. These may occur directly (e.g. through job creation for individuals or enterprises) or indirectly (e.g. wider labour market impacts through supply chains or enabling infrastructure).

It also shows how measurement or estimation of green jobs and skills outcomes can occur at different points along this pathway. The framework supports both direct measurement and indirect estimation, using macroeconomic modelling to assess broader effects. It further links these outcomes to relevant indicators – such as number of green jobs created, share of workers with green skills, etc.



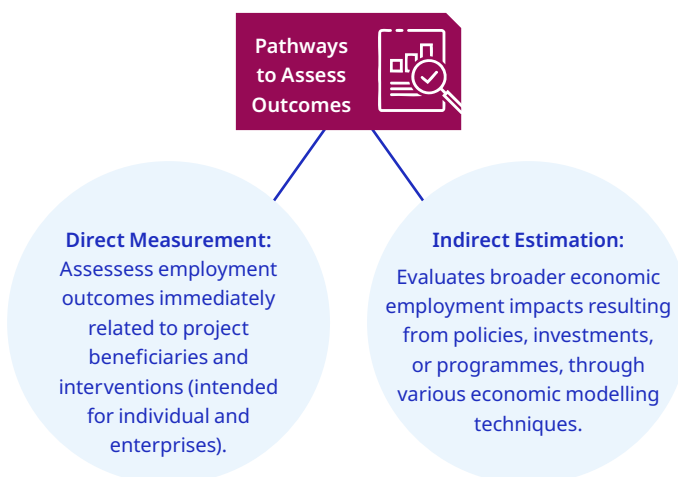
¹ International Labour Organization (ILO). 2015. Anticipating skills needs for green jobs: A practical guide (Geneva).

Step 2: Select Tools for Measurement or Estimation

Once the project goals have been established, select the best tools based on:



Step 3: Select Pathways for Measurement or Estimation



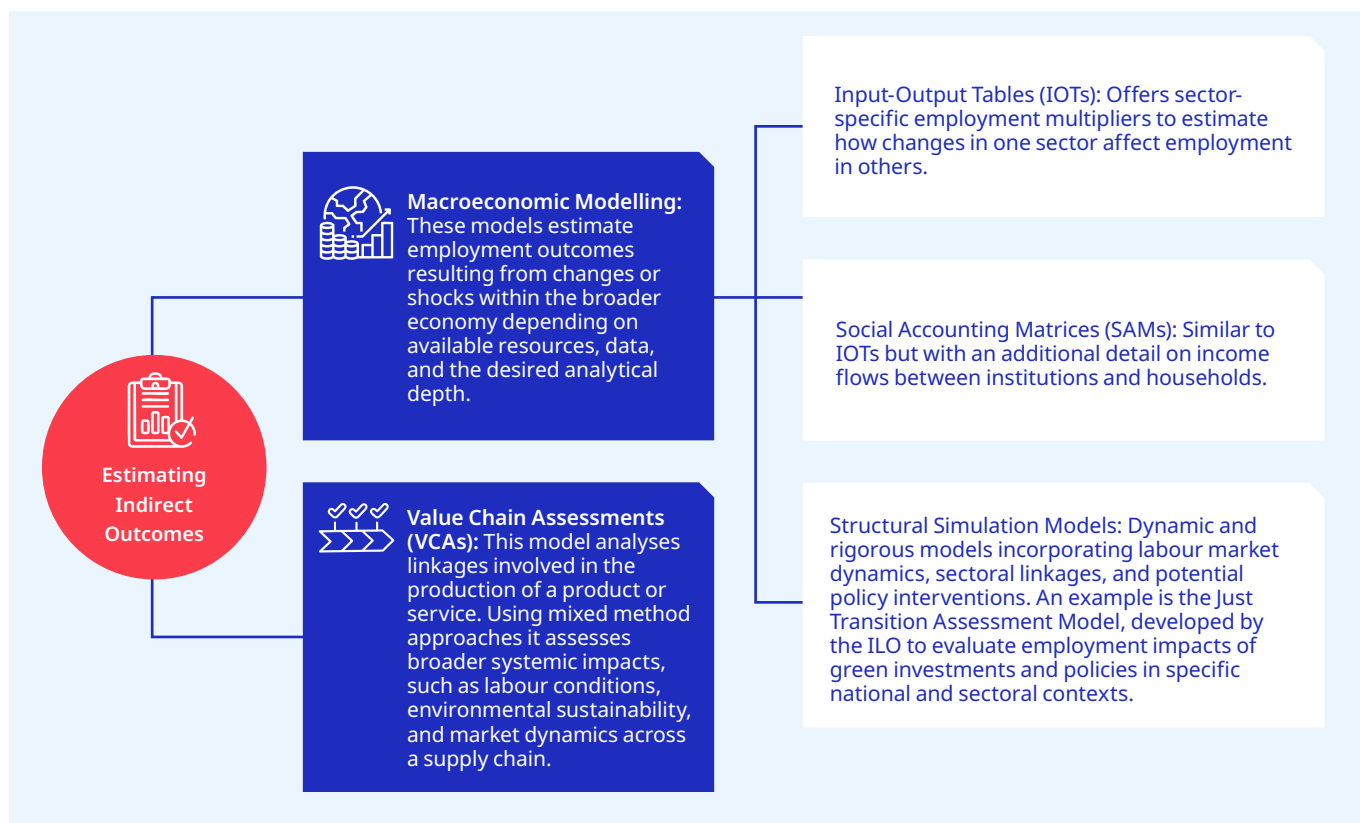
Step 3A: Measuring Direct Employment Outcomes (Handbook Section 3.1)

Direct employment outcomes are measured by collecting primary data from individuals and enterprises that directly benefit from a project or programme, through surveys. This approach helps assess whether the intervention created, supported or improved green jobs and skills for targeted groups.

The handbook provides standardised questionnaires for both individual and enterprise-level surveys. These can be customised to the country programme context, including adjustments to terminology, translations, and pilot testing. Surveys typically gather data on:

- **Employment:** Whether respondents are employed in the environmental sector or perform environmental tasks.
- **Green Skills Application:** The types of green skills acquired and whether they have been applied in practice.
- **Decent Work Dimensions:** Employment status, wages and working conditions.

Step 3B: Measuring Indirect Employment Outcomes (Handbook Section 3.2)



Step 4: Synthesize Results for Monitoring and Reporting

The final step is to compile results and prepare them for reporting and decision-making. Section 5 in the handbook provides examples of how findings from both direct and indirect pathways can be used for each purpose (*Tables 3.2 and 3.3*).



Section 5.1: Monitoring Indicators

The handbook outlines indicators applicable to both direct and indirect approaches, including number of green jobs created, green skills applied, decent work dimension, and modelled estimates. These indicators can also be disaggregated further beyond gender, particularly by age, disability status, location, and other variables. Regarding the direct approach, the questionnaire's objective is to provide a standardised and consistent means of monitoring indicators (and tracking progress towards targets) for green jobs and skills for green jobs that are gender-disaggregated from the outset.



Section 5.2: Reporting on Results

MEL tools enable consistent reporting across donor portfolios and programmes, even when definitions differ. The handbook includes examples (table 3.3) showing how programme-specific indicators can be aligned with a common framework to report on green jobs and skills for green job.



Section 5.3: Knowledge Generation

When measuring direct employment outcomes, questionnaires can capture insights, such as application of green skills and the evolution of job outcomes over time. Indirect methods can also generate knowledge on value chain effects.



Section 5.4: Programme Design

While questionnaires are primarily monitoring tools used for the direct measurement of employment outcomes, they can inform design when used in preliminary assessments to establish baseline data on green jobs and skills. Additionally, modelling approaches can be used as ex-ante tools for the indirect estimation of employment outcomes such as job creation potential, and to identify sectors likely to contribute most to green employment objectives.

Appendix and Supporting Materials

The annex of the handbook contains a collection of resources to support implementation:

- ▶ Survey questionnaires for individuals and enterprises.
- ▶ Case studies and outputs from pilot projects.
- ▶ Details of pilot studies.



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