



Evaluation Summary



International
Labour
Office

Evaluation Unit

Green Jobs in Asia

Quick Facts

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

Final Evaluation: *September 2012*

Mode of Evaluation: *Independent*

ILO Administrative responsibility:
Regional Office for Asia and the Pacific

Technical Area: *EMP/ENT,
INTEGRATION, SKILLS, ACTRAV,
ACTEMP*

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Project End: *30 September 2012*

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

Donor: *Australia (AUD 3,000,000)*

Keywords: *green jobs, environment, decent
work, eco-tourism, waste management,
renewable energy, alternative building
material, non-traditional partnerships*

Background & Context

The ILO regional project “Green Jobs in Asia” (GJA) was conducted in Bangladesh, Indonesia, Nepal, the Philippines and Sri Lanka for a two year period. 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. ILO has further elaborated that “green jobs are decent jobs that reduce consumption of energy and raw materials, limit greenhouse gas emission, minimize waste and pollution, and protect and restore ecosystems” (ILO Green Jobs in Asia brochure). The GJA 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 in participating countries.

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; and
- 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.

Present Situation of the Project

The project was 90% complete at the time of the final evaluation; final country workshops were being held during the evaluation period and documentation and dissemination were being finalised. The project was conceptualised as a foundation step in green jobs promotion, with basic level activities designed to be built upon in a later or future phase.

Purpose, scope and clients of the evaluation

The final project evaluation focused on relevance and validity of the project design, achievements related to the immediate objectives, emerging impact of the key activities implemented, and lessons learned. It comprised desk reviews, participation in a regional conference, site visits

and interviews with project participants from within ILO and its various partners.

The principle audiences for this evaluation are the project teams in ILO Regional Office for Asia and Pacific, Bangkok (ILO-ROAP), and in the ILO country offices, with their partners in Bangladesh, Indonesia, Nepal, the Philippines and Sri Lanka. AusAID as the project donor through the ILO-Australian Government Partnership, is a key audience, along with collaborating sections in ILO-ROAP and ILO Geneva: EMP/ENT, INTEGRATION, SKILLS, ACTRAV, ACTEMP. Finally, the country-level representatives of AusAID and other donors interested in the promotion of green jobs for sustainable development are also considered audiences, since many of the evaluation findings reflect activity and development at the national and local development; the report reflects emerging contexts and opportunities to be considered.

Methodology of evaluation

Methods used to collect and analyse data for the evaluation were:

- Review of secondary data (project document, progress reports, mid-term review report, selected publications, training materials, Community of Practice internet portal etc);
- Observation of selected project activities, including the Regional Conference on Green Jobs in Asia, and country-level Knowledge Sharing Workshop (in Sri Lanka);
- Semi-structured interviews and informal dialogues with ILO project personnel responsible or involved in project implementation;
- In Sri Lanka, visits to field locations and in two (2) areas (Karadiyana site, Seethawakapura Compost site) where the demonstration activities target beneficiaries are working;

- Also in Sri Lanka, visit to good-practice site identified during the project implementation;
- Semi-structured interviews and focus group discussions with identified key persons in government, trade union and employers' groups involved in the Project, from ILO-ROAP and each country, selected purposively; and
- Integrative analyses, including snowballing and triangulation techniques.

The countries visited were Indonesia (September 6-7), Sri Lanka (September 13-16) and Nepal (September 24-26). This selection was based on consideration of the project budget allocation being most significant in Indonesia, and that Nepal and Sri Lanka were not assessed directly during the project's Mid-Term Review, whereas Bangladesh and the Philippines were.

Main Findings & Conclusions

The evaluation team found the project concept and approach highly relevant and timely, albeit with ambitious targets given the timeframe and resources available. The project was well aligned with the objectives in the ILO-Australian Government Partnership Agreement, and many actions supported the fulfillment of the shared objectives.

Achievement of the GJA project's own objectives, while not complete, was well advanced, with a great deal of progress made in the later part of the project period. There has been solid uptake of the concept, and commitment to green jobs promotion by the project participants and target audiences, evidenced through strong participation in project activities and in other related climate change forums, and through requests and new initiatives spurred by the project activities. A key achievement has been in the level of social dialogue and increased understanding of green jobs amongst the constituents, with clear commitment

to furthering activities to this end. For example, the national conferences and regional conference were landmark events bringing together key stakeholders.

The incorporation of green jobs in all participating countries' Decent Work Country Programmes reflects the objective of mainstreaming to some extent, with some countries' worker and labour organisations' also developing their own green jobs policies or incorporating green jobs in their organizational frameworks. There was a high level of interest in demonstration activities, and opportunities for replication and expansion once they are completed and fully documented and shared. The development of examples of guidelines, standards and tools specific to the demonstrations in selected sectors are also important achievements.

There was limited action on recommendations from Mid-Term Review given the short timeframe between that and end of project, as project finance not being extended by AusAID. The medium-term impact of mechanisms being established, and of the demonstration activities carried out are not clearly perceptible as yet, particularly as many activities have only just been completed at the time of the evaluation. The participation of women in project activities varied greatly but limited analysis of this has been undertaken.

Key challenges related to project timeframe which was too short for many activities to be implemented to maximum potential. Particular challenges in the implementation of the GJA project included delays in recruitment of project personnel, which in turn affected the timing of key project activities. Issues with the approach taken the consultants appointed to conduct mapping studies also caused delays, which the country teams have worked hard to rectify.

The ILO teams had limited resources internally, due to project budget, but were able to effectively mobilise partners and local consultants to support delivery to a high level. There were different amounts of monies available for virtually the same outputs in 4 out of 5 countries. Overall, at the

country level, the monitoring and documentation of project activities tended more to administrative rather than substantive aspects. Some elements, such as gender-disaggregated data, for example, were not consistently monitored.

Recommendations & Lessons Learned

Main recommendations and follow-up

1. A subsequent phase or follow-on project to the GJA should be pursued with interested donors, and ILO to involve its constituents in preparing project design.
2. ILO can further assist both traditional and non-traditional partners in promoting replication of demonstration activities or of other good practices. The first step in this is to finalise documentation of the activities already supported, including clear descriptions, analysis and practical 'how to' steps to consider for replication. Similarly, documentation of good practices should be undertaken and disseminated.
3. Engaging experts, ILO can assist constituents in conducting green jobs case studies with practical/technical, as opposed to academic, analysis, including cost-benefit analysis, payback period of initial investment, required skills, available assistance from governments, and incentive creation.
4. Replication of good practices would be an effective means to considerably advance green jobs. Thus, a shift from simply sharing information to transfer knowledge in assisting replication elsewhere is called for. Future activities to consider include arranging study tours for groups of interested social partners to visit a site and observe good practices for hands-on experience and direct interaction with stakeholders, to gain deeper understanding of how the practice has been developed and implemented.. Effective transfer from study tours usually also requires post-tour follow up and facilitation.

5. Continue to promote the Community of Practice (COP) portal; consider diversifying the languages that materials on the COP are provided in. Key resources to be translated to regional languages (budget permitting). Alternatively, encourage COP members to post translations they make of any materials appearing on COP portal.
6. As a complement to the standards-based approach used in this project, ILO and partners would need to enhance synergies between green jobs and other global discussions, such as green economy. One aspect of this would be proactively raising awareness on green jobs concept at global and regional forum, and increasing collaborating with other UN agencies. ILO's efforts to engage diverse ministries and agencies has begun through GJA, yet the ILO constituents would find it easier to incorporate the new concept into the work they have already engaged in, if green jobs is synergized with other programmes, or if more parties were aware of green jobs. In reality, national awareness and regional synergies on green jobs and green economy will be achieved progressively over time.

Important lessons learned

Green jobs is a new and emerging topic about which there is a high level of interest amongst all of ILO's traditional partners, and indeed a much wider range of stakeholders in national and regional development. Building understanding about green jobs requires ongoing effort, working at different levels, to respond to the different baseline knowledge levels. With the GJA project support, some concrete examples of changes have already occurred, however, it will take some time for some countries before large-scale, sustainable changes in green jobs availability and experience can be seen.

Overall, the project's strategy of engaging with non-traditional partners, for example ministries and professional organisations related to the

environment or to specific sectors, was an appropriate way to bring together local resource persons to help build the wider understanding and commitment to green jobs. It helped widen the dialogue around green jobs, facilitated new partnerships, and also broadened the audience for "decent work awareness" more generally.

The language and terminology used in green jobs discourse needs careful consideration. Although the green jobs definition officially espoused by this project is the generic ILO/UNEP definition, some stakeholders considered it to exclude some actors who in fact have huge potential to contribute to creating green employment and green economies more generally. While this may not be the case, it suggests a need for further awareness-raising and explanation of the role that all sectors can have in green jobs development.

The GJA project focused specifically on green jobs, but many stakeholders considered green jobs as part of a wider discourse on green or greening economies. Considering how and when it may be more appropriate, and indeed more effective, to talk about 'green economies' more holistically than about 'green jobs' is a challenge for actors in this area. The connections between green jobs with green business or greener enterprises, and indeed greener economies, should be better articulated in future project designs.

Interviews with diverse constituents revealed that continued assistance in further/advanced trainings, strengthening partnerships among constituents, as well as strong leadership at management level would be necessary to keep the momentum on green jobs promotion.

There is an ongoing need for data and analysis about green jobs and green business opportunities; the materials generated will be important references for future demonstrations, and investments, if they are based on studies that are well-designed and carried out to a high standard. Due to the problems experienced in the mapping studies in this project, some further work in this area is still required in the GJA countries. Studies

should be commissioned at the country level, or at least require co-implementation with local partners, for example from national academic institutions or consultancy firms. The GJA approach in responding to the initial problem with the studies was appropriate, namely, to issue coherent terms of reference from the regional team, but with a degree of flexibility so that the information to be gathered could reflect or be meaningful in the local context, considering for example, different availability of data.

There is an ongoing need for training and tools (internally and externally). In some cases technical skills are lacking, so a focus should be on developing the specific skill sets (and supporting resources). In other cases there is solid technical know-how, but a gap in terms of implementation, and knowledge for example of how to scale up and disseminate knowledge from one sector or organisation to another.

The GJA project endeavoured to follow a systematic approach for all interventions, based on a standard-based approach. This is challenging as the types of training needed by different partners varies greatly, as does the type and style of training needed by one sector as compared with another. Similarly, the training needed by people in the higher echelons of an organization is very different from that needed by workers (typically the former is policy-oriented whereas the latter requires training to be implementation-oriented). Thus, even for foundation training for example, the materials must be carefully tailored to the audience, to ensure it is appropriate and relevant.

Adaptation to climate change and climate change mitigation are ongoing processes for which there will need to be continued effort and experimentation. In a regional project like this, a higher level of consistency between the sectors and the approaches taken *in the demonstrations* would show more clearly some lessons in the short timeframe available.

The timeframe for the GJA demonstrations was inadequate for impacts to be felt and conclusions

or lessons to be meaningfully drawn. The dissemination of lessons, adaptation and/or replication and scaling up were activities planned for a further stage. Yet for the initial demonstrations too, a slightly longer timeframe would seem more realistic.

Sustainable development and green jobs are context-dependent. As such, there is a strong need for synergy between the different actors in the demonstration activities, and clear links to the policy outcomes that could arise from the demonstrations. This requires a longer timeframe to enable the coordination and facilitation of multiple parties, and to allow follow up, particularly in the policy arena.

Having a dedicated professional for communications functions, particularly to support documentation and dissemination, is good project practice generally, and especially for projects aiming to improve capacities. Many target audiences grasp information most effectively from audio-visual formats, so project investments in this area are well made.