



Evaluation Summary



International
Labour
Office

Evaluation Unit

Greener Business Asia Project – Final Evaluation

Quick Facts

Countries: *Thailand and Philippines*
Final Evaluation: *January 2013*
Mode of Evaluation: *Independent*
ILO Administrative responsibility: *ILO ROAP*
Technical Area: *Green Jobs/Green Business*
Evaluation Management: *Matthieu Cognac*
Evaluation Team: *Amy Jersild and Taeko Takahashi*
Project End: *31 December 2012*
Project Code: *RAS/09/03M/JPN;
RAS/10/57M/JPN; RAS/11/50M/JPN;
RAS/11/57M/JPN*
Donor: *Government of Japan, US\$ 1,260,000*
Keywords: *Green jobs, Green business*

Background & Context

Summary of the project purpose, logic and structure

The GBA's overall development objective is *to build capacity in relevant national institutions to respond to the challenges of climate change related mitigation measures in specific sectors*. Three immediate objectives are identified for the project, namely:

1. Increased understanding of tripartite bodies of the challenges and opportunities associated with developing responses at the workplace to environmental pressures;
2. Enhanced capacity of national employers' organizations and other relevant institutions

3. Increased knowledge and awareness at the national level of good models of practice of bipartite cooperation in responding to environmental pressures at the workplace level.

The three project areas or components are organized around (1) raising awareness about the link between environmental issues and the workplace; (2) piloting a worker-employer model in the workplace; and (3) sharing of lessons learned from application of the model. Research undertaken at the beginning of the project furthered stakeholder's knowledge and informed the design of the pilot, while learnings from the pilot, training and the application of several knowledge products were designed to further learning and capacity among tripartite partners.

The project identified the hotel industry in Phuket and the automotive industry in the Philippines as sectors to work in, due to partner interests and priorities, the presence and concomitant support Japanese multinationals could provide, and ILO interests and office capacities to support the project.

When the GBA project was designed in 2008, the ILO saw that environmental threats to development in the Asia Pacific region, the adaption to challenges posed by climate change, and efforts to mitigate were leading to major

transformations in production and consumption patterns. Aiming to appeal to the ‘triple bottom line’ of economic sustainability (the business case), environmental sustainability (green jobs and greener economies), and social sustainability (positive and productive workplace relationships), the application of the model to green the workplace in selected enterprises was intended to generate learning at the national level among tripartite partners in achieving the three immediate objectives.

Present Situation of the Project

Phase 1 of the project ended on 31 December 2012, and the ILO will soon begin planning for a Phase 2 with project partners. Continued funding has been secured from the Japanese Government.

Purpose, scope and clients of the evaluation

The evaluation covers implementation of the GBA from its beginning, 1 July 2009, to present, in both participating countries, Thailand and the Philippines. It follows the project’s midterm self-evaluation, which was completed in April 2012. The purposes of the evaluation are two-fold:

- Highlight achievements, areas for improvement and recommendations for sustainability as a means to further organizational learning and planning;
- Accountability to the ILO Director General and the Japanese Government for funds spent under the GBA project.

Clients of the evaluation include the ILO and its stakeholders, and the Japanese donor.

Methodology of evaluation

The evaluation focused on the relevance and strategic fit of the project, validity of the intervention logic, effectiveness, efficiency, the effectiveness of management arrangements, and areas of sustainability. The evaluation team focused on four areas as part of its methodology:

1. Assessment of demonstration activity performance: A combined method of semi-structured interviews and observation was used in the enterprises. The evaluation team conducted semi-structured interviews with General Managers and with the Green Teams, and observed project activities on the enterprise

grounds. The methods for data collection included site visits to 4 of 10 participating hotels in Phuket, Thailand, and 4 of 10 participating automotive enterprises in the Philippines. The enterprises were chosen based on size, affiliation with trade unions and/or enterprise associations, type of business, and ownership.

2. Assessment of contextual data: Information on ILO program objectives, country programs and partner programming was revised in relation to GBA project objectives to check assumptions and fit of the project. Data was collected from ILO staff and tripartite partners through interviews and supplemented by document review.

3. Assessment of conceptual analysis and frameworks: Data was collected from ILO staff and its tripartite partners to further understand and describe the conceptual basis for the project, and also tested against additional data collected at the enterprise level to reinforce or challenge the concepts based on actual experience, and supplemented by a desk review.

4. Assessment of project-wide performance: The team conducted interviews with ILO staff to understand project-wide performance, supplemented by desk review.

The evaluation team identifies 2 limitations to the methodological approach:

1. Absence of operator/worker participation below supervisory level in interviews at the enterprises. There were various factors for this limitation, including the practice and overall tendency of management to want to speak with evaluators in representing their companies; and majority of enterprises visited identified their core ‘Green Team’ as comprised of managers and supervisors only; and insufficient time and communication was taken to arrange interviews with workers.

2. Language and interpretation. Given that neither evaluation team member is a native Thai speaker, an interpreter was used to conduct interviews at hotels in Phuket. It is possible that some of the nuance of the meaning may have been lost in translation.

Main Findings & Conclusions

Project relevance and fit: The GBA project concept is highly relevant to the need for a global discussion on sustainable growth, particularly with regard to climate change mitigation in addressing environment, economic and social issues. The project design to assist enterprises and its employees in tackling environmental challenges by offering training and technical assistance is relevant in advancing resource efficiency within industries. Moreover, its relevance to the emerging concept of ‘Creating Shared Value’ is defined by its focus on the realization of economic gains and social benefits while adopting measures against adverse environmental impacts through labor and management cooperation. And finally, the ILO’s own comparative advantage of working directly with governments, enterprises, and employee associations uniquely positions the organization in making a positive contribution to efforts to mitigate climate change.

Validity of project design: The project would benefit from a more clearly designed results framework that features carefully worded objectives. These objectives should be measurable and precise, with identified activities and their related outputs and outcomes. Desired capacity building outcomes among partners as they contribute toward the overall development objective, clarity around whose capacity is to be built and specific workplace outcomes with regard to social dialogue are missing from the results framework. The design of the demonstration activity at the enterprise level is sound in its approach through provision of training and follow-up technical assistance onsite at each place of business.

Project progress and effectiveness: All enterprises developed and implemented activities aimed at better environmental practice in the areas of energy efficiency, waste management, service quality, water management, and green procurement, while also implementing OSH activities. A greater number of environmental measures aimed at cost savings were implemented, while a smaller number on OSH were realized overall. The

evaluation team notes that teamwork within the enterprises made collective action possible in realizing improved environmental performance and increased cost savings. Yet, how the practice manifested within the enterprises, the level of outcomes achieved, and its chance for sustained application, varied according to, as far as the evaluation team could assess, existing organizational culture, the level of environmental practices already implemented, and the commitment of senior management.

All outputs stipulated in the results framework were achieved by the project, yet the low level of knowledge of partners about the issues of climate change in the workplace proved a challenge, as did unclear roles around partner participation. The evaluation team notes some degree of learning did indeed take place among national partners, yet through better defined and more purposeful knowledge products, along with well defined capacity building objectives and their associated desired outcomes, more impactful (and measurable) capacity building should be achieved for the next phase.

Efficiency of resource use: Resources have been allocated strategically and used efficiently to achieve outcomes. With the interest to achieve demonstration and learning around the activities at the enterprise level, the project effectively allocated greater resources towards training and capacity building activities as compared to research, for example.

Effectiveness of management arrangements: The ILO formed several effective partnerships to manage the project, namely with the Faculty of Hotel and Tourism at Prince Songkhla University in Phuket, which proved to be an effective coordinator of activities among participating hotels. Tripartite representatives participated in the Project Advisory Committee, providing guidance to project implementation on a periodic basis. The Employer’s Confederation of the Philippines (ECOP) assisted with coordinating their members on GBA activities as well. The management of the project through the ILO ROAP office also appeared to work well with effective coordination with the 2 country offices.

Impact orientation and sustainability of the intervention: The activities implemented by participating enterprises that provide economic and environmental benefit can certainly be sustained into the future. Greater levels of efficiency within workplaces translate into less energy and material consumption, and they thus produce immediate environmental benefit. While some social benefits achieved by the enterprises may also be sustained, the lack of tripartite representation does not bode well for impact in this area. And nor does it bode well for achieving overall impact with regard to increased capacity of tripartite partners. In addition, to achieve greater impact, an approach to greening enterprises should consider the larger environment or context in which it resides in order to sustain achievements made at the enterprise level.

Recommendations & Lessons Learned

1. To add clarity to the project design, monitoring and evaluation process, the ILO should develop a more comprehensive results framework in collaboration with its tripartite partners.
2. In order not to lose its comparative advantage, the ILO is requested to demonstrate its management capacity in sensibly reflecting different interests and priorities that each ILO constituent has into project implementation.
3. To better realize objectives on capacity development with/for partners specifically, the ILO and its tripartite partners are requested to engage with partners at the start of the design of Phase 2 to identify needs, gaps and formulate objectives and a work plan.
4. To achieve more impactful capacity building, involve other technical specialist colleagues, including those focused on knowledge management and evaluation, in the project design phase to incorporate best practice and explore various options to effectively engage and foster learning among partners.
5. Given possible contention and the need for support to tripartite partners, invite the

- participation of ILO employers and workers specialists in the design of Phase 2.
6. Conduct a gendered analysis of each chosen industry at the start of second phase.
 7. In order to sustain the momentum evolved by the first phase and seek greater impact for the second phase, ILO and its constituents should seek to expand engagement with other actors, including industry associations, other line ministries relevant to the climate change debate, and local governments.

Important lessons learned

- The use of the management-labor cooperation model, involving a series of applied exercises around brainstorming, problem identification, and analysis, together with technical inputs, has overall resulted in achievement of environmental gains in the workplace and increased levels of dialogue between management and staff.
- While the activity resulting from the model can easily be sustained, as it proves to be beneficial for the business, the further application of the practice relies on a variety of factors, including organizational culture, levels of participation, and commitment of senior management.
- The greening of enterprises is more effectively fostered when the larger community in which it resides is taken into account, and ideally with the participation of local government, to make the greening of the enterprise more impactful and relevant, as well as sustainable at the broader level.

Good practices

- The ILO's approach to building capacity through combining theory and practice in the training room, followed by further technical inputs and support in the workplace is a good practice. The approach within the context of the GBA demonstration activity has resulted in concrete action plans implemented by the majority of participating enterprises with improved environmental practices and impact achieved.