



ILO - EVALUATION

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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has been quality controlled by the ILO Evaluation Unit.

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Abbreviations

5S	A Japanese workplace organizational method on efficiency referring to the 5 Japanese words of <i>seirir</i> , <i>seiton</i> , <i>seiso seiketsu</i> , and <i>shitsuke</i>
CSR	Corporate Social Responsibility
CSV	Creating Shared Value
DOLE	Department of Labor and Employment (Philippines)
ECOP	Employer's Confederation of Philippines
ECOT	Employer's Confederation of Thailand
FFW	Federation of Free Workers
GBA	Greener Business Asia
GHG	Greenhouse Gas
GJA	Green Jobs Asia
GJI	Green Jobs Initiative
ILO	International Labor Organization
ILS	Institute of Labor Studies
ISO 14001	International Organization for Standardization 14001
MNC	Multi-National Corporation
NWPC	National Wages and Productivity Commission (Philippines)
OSH	Occupational Safety and Health
PAC	Project Advisory Committee
PBE	Philippine Business for the Environment
PSU	Phuket Songkhla University
ROAP	ILO Regional Office for Asia and the Pacific
TUCP	Trade Union Congress of the Philippines

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I. Executive Summary

A. Background

The Greener Business Asia (GBA) Project is a \$1.26 million project funded by the Government of Japan's Ministry of Health, Labour and Welfare. It covers a period of just over three years, from 7 July 2009 to 31 December 2012. 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 to support bilateral cooperation in responding to environmental pressures at the workplace; and
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 cooperation 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 ILO interests and office capacities to support the project, partner interests and priorities, and the presence and concomitant support Japanese multinationals could provide.

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.

Managed by the ILO Regional Office of Asia Pacific (ROAP), in cooperation with the Philippine and Thailand country offices, the GBA will receive continued funding from its donor for a Phase 2 in 2013.

B. Methodology

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 focus group discussions 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 on the basis of acquiring a sampling of diversity in 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 and stakeholders to understand project-wide performance, and supplemented by desk review.

The evaluation team identifies two limitations to the methodological approach:

- *Absence of operator/worker participation below supervisory level in interviews with Green Teams 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; the majority of enterprises visited identified the core of their 'Green Team' as comprised of managers and supervisors only, which was unanticipated; and there was insufficient time to arrange additional interviews with workers.
- *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.

C. Main Findings and Conclusions

The evaluation team found that the GBA has made a moderate contribution toward reaching its overall development objective, having achieved all outputs stipulated in the project document and having made varying degrees of progress in each of the project components. While management of the project was performed well overall, the design of the project and its results framework lacked sufficient clarity, providing challenges for capacity building interventions and achievement of outcomes. The main findings are as follows:

1. 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. As electricity generation is one of the biggest sources of greenhouse (GHG) emission, and the industrial sector is generally the largest consumer, the participation of enterprises in achieving greater resource efficiency is paramount. The GBA 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.

2. Validity of project design

The project would benefit from a more clearly designed results framework that features carefully worded objectives that are measurable and precise, with identified activities and their related outputs and outcomes. Desired outcomes for 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 itself at the enterprise level is sound in its approach to capacity building through provision of training and follow-up technical assistance onsite at each place of business.

3. 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. Understanding detailed

analysis on this is crucial, in the opinion of the evaluation team, in both supporting the project's overall development objective and in further promoting the model's use.

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. Additional workshops and forums were implemented by the project, which represents sound project management in monitoring needs. 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 more purposeful capacity building objectives and their associated desired outcomes, more impactful (and measurable) capacity building should be achieved for the next phase.

4. 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, in the view of the evaluation team, effectively allocated greater resources towards training and capacity building activities as compared to research, for example.

5. 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, although ILO staff devoted a significant investment of time to project management. Care should be given in Phase 2 to adequately budget human resources when further expanding activities.

6. 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 limited tripartite representation in enterprises is a significant constraint for impact in this area. It proved to be a constraint for achieving overall impact with regard to increased capacity of tripartite partners to negotiate and jointly solve problems in achieving the overall development objective. 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.

D. Main Recommendations and Lessons Learned

The evaluation team proposes 7 recommendations to the ILO as it moves forward in developing Phase 2 for the project.

- 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.***

Carefully worded project objectives that are measurable and precise, with identified activities and their related outputs and outcomes, all in support of a development objective that is aligned with organizational, donor and partner interests would assist the project in gaining better clarity. The evaluation team also recommends the ILO to finalize project documents and frameworks specific to each country given the vast differences. Greater specification and concrete planning would better reflect the needs and realities of each context, providing for greater clarity around country and/or sector specific objectives, outputs, outcomes and indicators. And finally, greater clarity would be helpful around the roles of all stakeholders, which should also be meaningful.

- 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.***

Tripartite social dialogue is the ILO's mandate and strength, and it is its comparative advantage in the climate change field. With its long experience in working on social dialogue and its capacity to facilitate and manage such complex processes, the evaluation emphasizes the importance of ILO involving its tripartite partners from the beginning, and in making early commitments to genuine collaboration. The first phase of the project has demonstrated the relevance of the management-labor model and its effectiveness in promoting environmental practices. With the further support of ILO and the associations, the approach should be more impactful and sustainable in the long run, providing for greater capacity building among all tripartite partners.

- 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 II to identify needs, gaps, and formulate objectives and a work plan.***

With the objective to create more targeted capacity building interventions in response to specified need, the identification of national partners from the start of project design for Phase II and facilitating their participation is important. The evaluation team recommends using a capacity development tool to enable identification of capacity gaps. In undergoing such a process, ownership should be stronger and a plan to identify appropriate activities and guide their implementation will better assist in reaching capacity building objectives.

- 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.***

In addition to the participation of those national partners with whom the ILO wishes to engage and whose capacity it strives to further build, involve knowledge management and evaluation colleagues in the project development phase to further

refine thinking around capacity development inputs and ways to maximize learning among constituents. Such a process should lead to more clear and deliberate capacity building objectives, effective choice and use of products, and ultimately more impactful capacity building achievements.

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 II.*

While it is acknowledged ILO employers and workers specialists were consulted during the design of Phase I, the evaluation team suggests to again ensure their participation in Phase II project design. Together the group may brainstorm project objectives and activities, identify common ground, and ensure that any piloting/demonstrating of activities is linked to genuine social dialogue among the tripartite partners. Where there is discord, an effort to facilitate and identify common ground becomes part of the process of nurturing tripartism, thus promoting and reinforcing ILO's ability to effectively contribute and enhance its added value to the climate change field.

6. *Conduct a gendered analysis of each industry at the start of the second phase.*

In addition to issues around participation, the evaluation team recommends the ILO to analyze the gendered aspect of work functions within the workplace in selected industries. Such an analysis should reveal potential areas to address by the project with regard to environmental and health hazards that may lie along gendered – or any other social construct – lines.

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.*

The evaluation team recommends the ILO to enhance involvement of industry associations with assistance of employers' organizations to promote replication of the model. Member companies of associations generally face the same kinds of problems, and their need for technical assistance and information are similar. Given their available resources, associations are well positioned to share good practices among companies and provide necessary assistance and/or facilitate external assistance for replication.

The evaluation team also recommends the ILO to work together with related ministries beyond its constituent base, as well as local governments, as policy interventions are crucial to support enterprises' endeavor in the long run. Harmonized policies across ministries are crucial in both political and practical terms to turning challenges faced by the enterprises into opportunities for greater long-term impact.

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.

II. Introduction

A. Project Background

The Greener Business Asia (GBA) is a \$1.26 million dollar project funded by the Government of Japan's Ministry of Labor. It covers a period of just over three years, from 1 July 2009 to 31 December 2012. The GBA's overall development objective, as articulated in the project results framework 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:

- Immediate objective 1: Increased understanding of tripartite bodies of the challenges and opportunities associated with developing responses at the workplace to environmental pressures.
- Immediate objective 2: Enhanced capacity of national employers' organizations and other relevant institutions to support bilateral cooperation in responding to environmental pressures at the workplace.
- Immediate objective 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.

ILO partnered with tripartite groups in both Thailand and the Philippines, as well as several non-state actors to implement the project, including the Faculty of Tourism and Hotel Management at Prince Songkhla University in Phuket, and the Philippine Business for the Environment. Tripartite partners in each country formed the Project Advisory Committee (PAC) to provide guidance.

As part of the project's demonstration activity, the project collaborated with 15 enterprises in the automotive sector in the Philippines and 12 enterprises in the hotel industry in Phuket, Thailand. The enterprises varied greatly in their affiliation with associations, their size, how long established as a business, and the extent to which environmental practices were already in place.

Toward the end of 2011, the demonstration activity began in both countries with a three-day core training for Green Teams comprised of management and labor from each enterprise. Training focused on basic environmental issues in the workplace and the collaborative model, which the teams undertook as part of the training to develop their action plans on greening their workplace. The model is based on the sequencing of tools

(some pre-existing and some new) that involve a teamwork approach to problem identification, brainstorming possible solutions, analysis on cause and effect, and cost benefit analysis. The training also supported the teams in formulating a proposal to senior management, through role-play exercises.



Diagram 1: GBA Project model outcomes
Source: GBA project documentation

After the core training, further technical inputs by the project were provided during onsite monitoring visits. The learning resulting from the implementation of the activities was then intended to be captured through development and use of case studies, the development of a website of resources for enterprises by Employer’s Confederation of Thailand (ECOT) and Employer’s Confederation of Philippines (ECOP), as well as sharing experiences at local and national forums. Additional reports on all participating enterprises were created highlighting achievements and lessons learned.

Knowledge sharing forums were held at the local level for participating enterprises on June 2012 in Phuket, and September 2012 in Manila. At the national level training on green jobs was implemented in June and July 2011, and follow-up workshops were held in September 2012 to discuss learnings from the pilot programs. Forums were also organized on 9 November in Bangkok for partners, and on 22 November in Philippines to discuss green jobs and project achievements. Additional trainings and stakeholder meetings were held during the first phase as well.

Project Development and Rationale

The ILO became interested in the concept of promoting green jobs in 2007 globally, and in 2008 specifically in the Asia and Pacific region with the development of the GBA Project. In 2009 the ILO Regional Office for Asia and Pacific (ROAP) in Bangkok initiated the GBA Project in cooperation with its Philippines and Thailand country offices, and with funding from Government of Japan. The Green Jobs Initiative (GJI) of the ROAP was then formed during the 2010-2012 period. Comprised of the GBA, it also included the Green Jobs Asia (GJA) Project, a regional project focused specifically on the policy level, as well as specific country projects in Bangladesh, India and China.

At the time the GBA project was designed, the ILO saw that environmental threats to development in the Asia Pacific region, the adaptation to challenges posed by climate change, and efforts to mitigate were leading to major transformations in production and consumption patterns. Acknowledgement of the need to move away from a 'grow now, clean up later' approach had resulted in many efforts at the national, local and enterprise levels to shift to a model of green growth and clean development. Yet the ILO and its constituents saw that little was known about the transformation from 'eco-efficiency' approaches of using fewer resources to 'eco-effectiveness' where production and consumption cause no pollution or environmental degradation in terms of its impact on labor markets and the way people earn their livelihoods.

While climate change was becoming increasingly a concern for policy-makers, and where civil society was growing increasingly knowledgeable and vocal, the ILO acknowledged the absence of trade unions and employer's organizations in the debate. There was identified a dearth of knowledge on workplaces and its relation to climate change, and what might be effective approaches or solutions within the workplace. And since there was also seen a need for greater cooperation between labor and employers in general, the donor and ILO saw addressing good environmental practices as an entry way for facilitating better employer-labor working relations and increased participation among workers in the workplace.

The ILO had previous success with its projects and programmes, 'Better Factories', 'Factory Improvement Programme', and 'Supporting Competitive and Responsible Enterprises', where good labor-management relations and respect for workers' rights proved to be important in raising productivity while also promoting decent work. The 'Factory Improvement Programme', seen as successful but not cost-effective in terms of required technical inputs to the factories, led to the ILO ROAP to develop a 'lighter' version, called 'Succeeding in Business.' The curriculum for this project largely informed the development of the first day of the GBA three-day core training delivered to the enterprises.

Having already implemented several green jobs initiatives in several countries in the region, including China and India, and with the interest to further build on the 'Better Factories' program with the application of the management-labor model to greening of enterprises, the ILO and the Government of Japan developed the GBA Project. Thailand and the Philippines were chosen for reasons due to ILO interests and office capacities to support the project, partner interests and priorities, and the presence and concomitant support Japanese multinationals could provide. There was also interest in the possibility of comparative analysis between the Philippines where there exists a high density of trade unions, and Thailand where there are considerably fewer.

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.

Intended Outcomes

There are a multitude of intended outcomes of the GBA Project expressed within the Project Document and a variety of other program materials reviewed by the evaluation, including presentations. The primary ones include the following:

- Increased understanding and awareness of the impact of climate change at the enterprise level and of some of the best practices currently being adopted in responding to these impacts;
- Incremental changes are taking place at the enterprise level to mitigate environmental impact;
- Improved labor-management cooperation;
- Improved skills development of workers and managers within participating enterprises; and
- Increased awareness by leaders from tripartite bodies and relevant national institutions in supporting employment strategies that are coherent with environmental issues.

These outcomes, if achieved, would ultimately contribute toward the Green Job Initiative goal of promoting environmentally sustainable jobs and development in a climate-challenged world, and toward overall ILO regional programmatic goal of increased member states’ capacity to develop coherent policies and programs on green employment in climate and environment challenged societies. The contribution of these outcomes to the ILO’s regional goal was contingent on the primary assumption that *a labor-management collaborative approach would enable promoting decent work while building green and sustainable enterprises.*

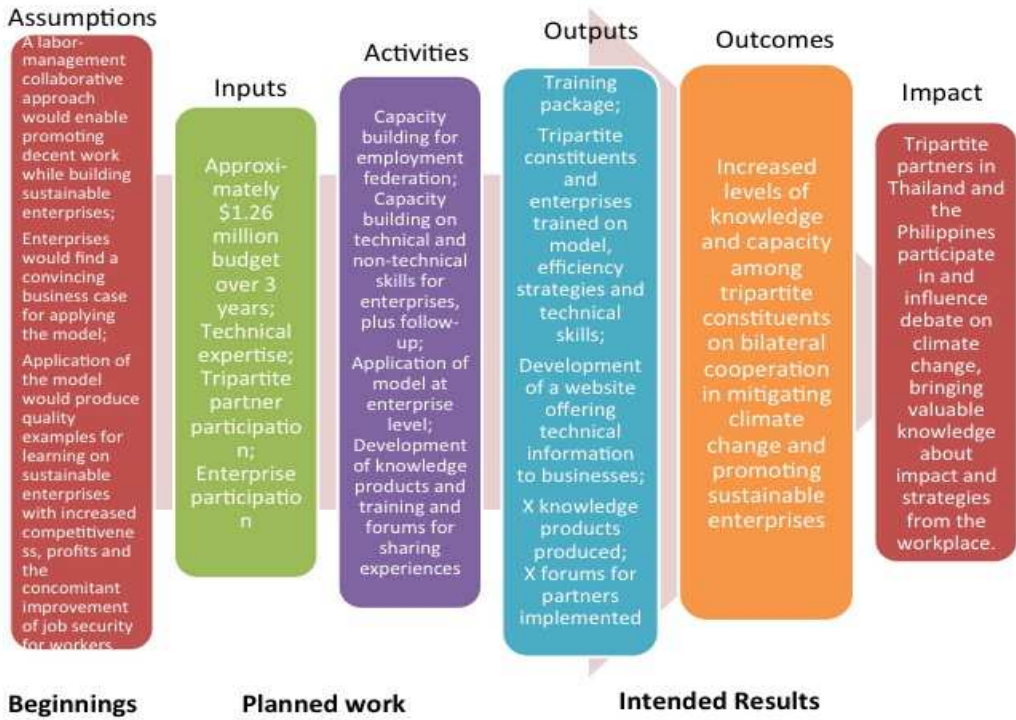


Diagram 2: GBA Project Logic Model, as developed by the Evaluation Team

Assumptions

The evaluation team understands additional assumptions of the project to be largely within the context of the demonstration activity's approach of management-labor cooperation in addressing environmental issues in the workplace.

- Growing need for environmental mitigation at the enterprise level in Thailand and the Philippines;
- The enterprise level activities will gain the support of CEOs through a 'cost-neutral' argument, namely that costs will be offset by productivity gains.
- The enterprises involved in the project are open to developing discussion processes between workers and employers, and are agreeable to technical inputs in this area;
- Improved labor and management cooperation at the enterprise level is a prerequisite to realizing greener businesses; and
- The pilot would produce substantive, tangible and measureable results that would effectively contribute toward learning and capacity development among partners, in fulfilling the three immediate project objectives.

B. Evaluation Background

The evaluation covers implementation of the GBA project from its beginning, 1 July 2009, to present. It follows the project's midterm self-evaluation, which was completed in April 2012.

The purposes of the evaluation of the GBA project include:

1. Highlight achievements, areas for improvement and recommendations for sustainability as a means to further organizational learning and planning.
2. Accountability to the ILO Director General and the Japanese Government for funds spent under the Greener Business Asia Project.

The evaluation covers both GBA participating countries, Thailand and the Philippines. Review of documentation began on 1 November, and interviews with stakeholders in Bangkok began week of 5 November. The team spent four days in Phuket interviewing the implementing partner and participating enterprises, and five days in Manila interviewing ILO Philippine staff, tripartite partners, and participating enterprises. On average, two to three hours were spent at each enterprise interviewing management, the Green Teams, and observing the grounds.

The evaluation team also attended stakeholder forums in Bangkok on 9 November and in Manila on 22 November. After interviewing the enterprises, the team presented observations and facilitated further dialogue at a meeting in Phuket on 15 November, and in Manila on 22 November.

Amy Jersild serves as the Team Leader and Taeko Takahashi as Team Member. ILO official Matthieu Cognac serves as Evaluation Manager of the evaluation, with oversight provided by ILO Evaluation Officer Pamornrat Pringsulaka.

C. Methodology

1. Summary Description and Rationale

The evaluation questions 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. As for the project’s efforts to identify needs and measure progress, a baseline of the participating enterprises was taken as part of the demonstration project, with detailed progress reports made. At the national level a training needs assessment was implemented prior to the green jobs training in June 2011 to assess level of understanding. As the project did not take an overall baseline or a mapping of levels of capacity of specific national actors, as related to the three immediate objectives, the evaluation team relied on anecdotal evidence and to a great extent self-assessments with cross-checking where possible.

The evaluation team focused on four areas as part of its methodology: assessment of demonstration activity performance; assessment of contextual data; assessment of conceptual analysis and frameworks; and assessment of project-wide performance.

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 hotels in Phuket, Thailand, that participated to both the training and the advisory services components of the program, chosen based on size, union presence, type of building and type of business. They include the following:

Hotel Enterprise Phuket, Thailand	Criteria			
	Size	Affiliation	Type of building	Type of business
Malisa	41 rooms	None	Newly built hotel	Locally operated; new
Club Med	300 rooms	Union presence	Hotel with relatively old facilities, refurbished regularly	International chain
Phuket Yacht Club	110 rooms	Union presence	Relatively old hotel	Spanish owned; operated along with 2 other hotels
Karon Beach Resort	80 rooms	Owner of hotel group member of ECOT	Relatively old hotel	Operated along with others as part of a group; Thai owned

Table 1: Selection of enterprises visited in Phuket and criteria

The evaluation team visited 4 of 10 automotive factories in Laguna that participated in both the training and the advisory service components of the program, Philippines, just outside Manila. The enterprises were chosen based on size, ownership, affiliations and union presence. They include the following:

Automotive Enterprise, Philippines	Criteria			
	Size	Ownership	Affiliation	Type of company
Torres Tech	291 staff	Filipino-Japanese	Employer's confederation; union presence	Crimping dyes
AGC Automotive Philippines, Inc.	51 full-time staff	Japanese	Employer's confederation; Government NWPC	Automotive glass
Tri-R Allied	174 staff	Filipino	Employer's confederation; Government NWPC	Metal stamping auto parts
TRP, Inc	759 staff	Japanese	Employer's confederation; Government NWPC	Lever combination switches and spiral cable

Table 2: Selection of enterprises visited in the Philippines and criteria

Assessment of contextual data: Information on ILO program objectives, country programs and partner programming was reviewed 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.

Assessment of conceptual analysis and frameworks: The evaluation team gathered data 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. Data was also collected from ILO staff and its tripartite partners, and supplemented by a desk review.

Assessment of project-wide performance: The evaluation team conducted interviews with ILO staff, and document review were used to collect this information.

2. Data collection and analysis

Specific methods of data collection were employed by the evaluation, including:

- Visits to selected enterprises, involving the use of semi-structured interviews with General Managers, and focus group discussions with the Green Teams. Observation of grounds to see implementation of green activities by the enterprises.
- Observation of two national forums, one each in Bangkok and Manila, where lessons learned were shared among stakeholders.
- Stakeholder interviews with:

- ILO project management staff; and technical ILO staff working in the area of Knowledge Management, CSR/Environment, Enterprises, and partnership with workers' and employers' organizations
- ILO constituent representatives
- Representatives of the donor, the Japanese Government
- Analytical desk review of project documents and contextually relevant materials, including program management documents, literature, progress reports, Mid-Term Evaluation, conference reports, monitoring reports, and others.

The Evaluation Team reviewed notes taken from interviews, desk review and national forums to assess overall trends and themes emerging. These were assessed in relation to the 6 areas of evaluation criteria detailed in the Evaluation Matrix in Annex 2, and in alignment with the OECD/DAG criteria.

Data was collected and synthesized to respond to project-specific questions listed below under each criterion. Primary data collection methods for each evaluation criteria, as well as other secondary data collected were used in providing analysis towards answering questions. Due to the nature of the qualitative data collected, there was little opportunity to extract quantitative data from it.

3. Limitations

The Evaluation Team identifies two limitations to the evaluation approach.

- a. ***Absence of operator/worker participation below supervisory level in interviews at the enterprises.*** The evaluation team visited two enterprises each day while in Phuket and Manila, spending approximately two to three hours at each site conducting interviews and observation. The intention to visit with the General Manager was realized in most enterprises, with the exception of a few.

Participation in interviews with the Green Team at each enterprise did not include operators in the automotive factories or workers/staff at the hotels. While the intent was to interview the whole Green Team, including operators/workers, instead there were supervisors and managers participating. The evaluation team identified various factors for this limitation:

- Busy work schedules, particularly during the high season for the hotels, limited participation in the interviews;
- The practice and overall tendency of management to want to speak with evaluators in representing their companies, and the corresponding absence of operators/staff within the given timeframe at each enterprise;
- The majority of enterprises visited identified their core 'Green Team' as comprised of managers and supervisors only; and
- There was not sufficient communication and time taken between the evaluation team, project management and the enterprises in arranging interviews with workers.

- b. ***Language and interpretation.*** As neither member of the Evaluation Team is a native Thai speaker, an interpreter was used to conduct interviews at the hotels in Phuket. While the evaluation took precaution through employing an experienced

interpreter, it is very possible that some of the nuance of the meaning may have been lost during translation.

III. Main Findings

The evaluation found that the GBA has made a *moderate* contribution toward reaching its overall development objective. This contribution is demonstrated by increased awareness on the topic of green enterprises among tripartite partners; and the demonstration of improved environmental practices within the enterprises visited through operator/staff and employer collaboration; and the knowledge sharing and learning that resulted.

However, given various challenges faced by the project, a greater impact may have been achieved (and better measured) around more purposefully designed capacity building outcomes linked to the overall development objective. These challenges include partners' relatively low level of understanding about climate change, a poorly designed project results framework, and challenges around selection of enterprises and tripartite representation in the demonstration activity. The findings are organized as follows:

- Sections A and B covers the evaluation findings as they relate to the relevance of the project's conceptualization and the project design, with a particular focus on the project's results framework;
- Section C assesses progress made in the three project components;
- Section D discusses efficiency of resource use;
- Section E addresses effectiveness of project management arrangements; and
- Section F discusses impact and sustainability of the intervention.

A. Project relevance and strategic fit

Main findings:

- *The GBA project is highly relevant to the climate change debate in Asia in its objective to address the three pillars of sustainability: environmental, economic, and social.*
- *The GBA project was supported by national tripartite delegations (including Thailand and the Philippines) in the Regional Labour Conference (APRM 15th) on 11 December 2011.*

The GBA project concept is highly relevant in responding to the need for a global discussion on sustainable growth, particularly with regard to climate change mitigation in addressing environment, economic, and social issues. Electricity generation is one of the biggest sources of greenhouse (GHG) emission in the Philippines, comprising nearly 40% of the total. The Policy Formulation and Research Division of the Department of Energy, Philippines, reports that more than one fourth of total energy demand is from

industrial sector, including manufacturing, mining, and construction.¹ Thus, industries are expected to take a large role in climate change mitigation measures due to its scale of impact. The GBA project design to assist enterprises and employees in tackling environmental challenges by offering training and technical assistance is relevant in advancing resource efficiency within industries. Resource efficiency through reducing the use of raw materials in production process, turning wastes to recyclables with proper handling, and energy saving all contribute to reduction of GHG emission and mitigation of any other adverse environmental impacts.

Moreover, the GBA demonstrates that realizing economic gains and social benefits, including occupational safety and health (OSH), is feasible, while adopting measures against adverse environmental impacts through labor and management cooperation. The emerging concept of 'Creating Shared Value' (CSV) introduced in the Harvard Business Review defines this context by arguing that "better use of natural resources, growing human talent or supplier capabilities can help businesses both in the short and long term by lowering costs and ensuring future access to these goods."² While companies apply corporate social responsibility (CSR) largely because of corporate reputation, CSV regards creating value by overcoming societal issues would result in competitive advantage. In this regard, GBA exemplifies the shift from CSR to CSV.

The ILO's own comparative advantage in addressing effective environmental management in the workplace is its tripartite nature, working directly with governments, enterprises, and employee associations. The ILO's experience on social dialogue and its ability to bring employer and worker associations to the table in dialogue is a vital and relevant contribution to the greening of enterprises. Furthermore, the GBA with its focus at the enterprise level, well positions the ILO and its partners to reach out more broadly to surrounding communities in effecting even greater change. The ILO and its tripartite partners are well positioned to make a positive contribution to dialogue on sustainability within the climate change debate, and the GBA project design in theory fosters this dialogue.

Lastly, the GBA project was seen by tripartite members as relevant to their own agendas and priorities, but in different ways. The evaluation team found that while awareness about the environment and a value for the common good was generally shared among all stakeholders, greater priorities on the cost savings and increased efficiency was a focus by the employers groups; while occupational health and safety was more valued by the trade unions. The disparity between the groups provides both a challenge and opportunity for the ILO, reinforcing its added value and relevance to the climate change debate.

B. Validity of project design and conceptualization

Main findings:

¹ <http://www.nscb.gov.ph/ncs/10thNCS/papers/contributed%20papers/cps-11/cps11-01.pdf>

² <http://www.fsg.org/OurApproach/WhatisSharedValue.aspx>

- *The results framework lacks clarity in defining whose capacity is to be built and fails to identify outcomes for each immediate objective, including desired outcomes around social dialogue.*
- *The GBA's combined approach of training and application within the workplace with systematic follow-up of additional technical expertise and monitoring is an effective approach to capacity building in line with best practice.*

The evaluation team notes inconsistencies in the project documentation, and upon the ILO evaluation office's recommendation, uses the project results framework as the point of reference for analysis. The team notes the following on the project results framework's coherence:

- ***Organization of the framework:*** The framework identifies the overall development objective with three immediate objectives. The three objectives, worded as outcomes, are detailed with several indicators, followed by an extensive list of activities effectively outlining a work plan. Each immediate objective and their corresponding list of activities relate to the order of project implementation within each of the three project components: the first objective relates to the first phase of implementation of training and research; the second to the demonstration activity; and the third to the capacity building at the national level based on the outcomes of the demonstration activity. There are three indicators listed for the development objective, which may be described as outcomes (discussed below). Yet with only outputs detailed with each corresponding objective and activity, the framework fails to provide clarity on how the outputs of the activities contribute toward their corresponding objectives. The project would benefit from carefully worded objectives that are measureable and precise, with identified activities and their related outputs and outcomes.
- ***The development objective as it reflects project's original intent:*** Interviews revealed the original intention of the ILO and donor during the project design phase to be the achievement of social dialogue and improved management-labor communication through addressing environmental concerns. A concern for improved workplace conditions and greater levels of social dialogue was discussed as a primary concern, with addressing environmental pressures as a means toward this end. The evaluation team found that other stakeholders involved in project implementation effectively viewed social dialogue as a means toward the end of better environmental practices. The overall development objective of 'building capacity in relevant national institutions to respond to the challenges of climate change related mitigation measures in specific sectors' reinforces the latter perspective, bringing little clarity to what specific social dialogue outcomes are desired by the project. There are three bullet points in the indicators column aligned with the development objective, indicating 'decent work and better work conditions for all' are ensured, yet the evaluation team finds little else by way of definition on this, leaving way to interpretation as to the extent of social dialogue desired and its related outcomes for the project.
- ***Lack of specificity on whose capacity to be built:*** While the results framework's three immediate objectives serve to contribute toward the overall development

objective, there is a lack of clarity around the capacity of which national organizations are to be built. Interviews revealed that the vague wording of the overall development objective was intentional at the time of design, as there was the interest to be flexible depending on which national institutions participate. While this lack of clarity enabled the project to decide eventually which institutions would participate, it also resulted in the implementation of rather generic capacity building approaches at the national level around awareness raising. While those approaches may be warranted and useful as interventions with assessments completed beforehand informing their design, without specificity on which national institutions from the start, a more targeted approach designed in response to identified capacity gaps would likely have yielded greater and more focused interventions on building capacity to apply learning. Such an approach would have fostered more ownership over the project and made a greater contribution toward the overall project objective.

- ***The primary capacity building intervention – the demonstration activity at the enterprise level – is well designed and in accordance with sound capacity building approaches.*** The use of a demonstration activity to promote learning around the application of the management-labor model to achieve better environmental practices is a sound approach for all stakeholders involved, particularly among the enterprises. The training provided in the demonstration activity – core training, followed by deepening training on specific areas, and regular onsite monitoring visits to the enterprise site with further technical inputs – is a proven approach to enable new learning and new skills through application. The combination of theory, application, and contextualization of learnings promotes deep and relevant capacity building, in accordance with best practice in capacity development.
- ***Gender does not feature in the results framework itself, and is minimally addressed in project activities.*** Interviews revealed that gender is addressed implicitly in the core training curriculum in a module on discrimination in workplace relations and cooperation. The technical experts who conducted follow-up visits reportedly addressed gender and participation with the Green Teams, encouraging women to participate. The Mid-Term Evaluation’s recommendation of promoting gender more explicitly in the curriculum in the second phase will be addressed in the next phase of project implementation.

C. Project progress and effectiveness (and gender equality and promotion)

This section is largely organized around the project components, 1) training and preparation for the demonstration activity; 2) observations on the demonstration activity; and 3) capacity building of national partners, particularly the use of knowledge products. Gender is a fourth section addressed. Please refer to Annex 7 for a summary of the business, economic and social gains made by the Thailand hotels.

Main findings:

- *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.

- *Teamwork within the enterprises made collective action possible in realizing improved environmental performance and increased cost savings.*
- *While the enterprises realized economic and environmental benefits through participating in the GBA, social benefits were less tangible and more difficult to measure. Organizational cultures compatible with fostering genuine participation and the commitment of senior management makes for higher levels of success in this area.*
- *The GBA project has minimally addressed gender issues through touching lightly on the concept of participation in the core training and promoting participation in the GBA among enterprise staff.*
- *The primary knowledge products development by the project – case studies and the ECOT and ECOP websites – were still in draft form at the time of evaluation and, as a result, their use was limited as was understanding around their effectiveness. With better-defined objectives for their use and greater analysis, particularly for the case studies, the products may play a greater role in promoting learning and building capacity among stakeholders.*

1. Conceptualization/planning of the demonstration activity

The project achieved all outputs under the first immediate objective, *increased understanding of tripartite bodies of the challenges and opportunities associated with developing responses at the workplace to environmental pressures.* Significant work went into training national partners about the GBA, the undertaking of research and selection of sector and participating enterprises in the demonstration activity, as well as establishing the Project Advisory Committee (PAC) with tripartite representation. Primary activities and their specific challenges and areas of achievement are discussed below.

Selection of sectors for the pilot

The selection of sectors was based on research undertaken during the first year of the project and consultation with tripartite constituents on sector and location, as well as enterprises. Three sectors were analyzed: electronics, automobile and construction in the Philippines; and tourism, automobile and electronics in Thailand. ILO and its partners, including government, employer's and workers associations participated in reviewing the analysis. The partners selected the automotive sector in the Philippines and the tourism industry in Thailand. The automotive industry was chosen because it was considered the best prepared for implementing a supply chain greening scheme and with strong ties with employers' organization. The hotel sector was chosen in Phuket because of its potential to address both environmental and labor issues. The latter was a choice against the recommendation of the ILO, which expressed concern about lack of tripartite representation. Instead, for the employer's associations and the trade union partners in both countries, the targeted sectors were seen as a viable means to further

promote their membership base in industries where there was little representation, particularly in the hotel industry in Phuket.

For the ILO Thailand country program, the hotel industry was reportedly a strategic choice due to previous programming in the south and the potential opportunity it provided, particularly in partnering with new institutions. For the ILO Philippine country office, the automotive industry was an unknown entity, having little previous interaction and experience. Yet the choice was seen as strategic more due to donor interest and ECOP membership composition.

Selection of enterprises for the demonstration activity

The selection of enterprises was crucial for the design of the demonstration activity and its overall effectiveness in contributing toward project objectives. It also proved to be a significant challenge for the project. While technical criteria, logistical and geographical criteria, and institutional affiliation were all taken into consideration, the participating enterprises overall had greater representation of employers associations as compared to government and trade union.

For the Philippines, the majority of ECOP's members are large companies including multi-national corporations (MNCs), which in most cases have already adopted advanced environmental measures. Due in part to the interest of the donor, the selection went down to 1st and 2nd tier companies in the Japanese MNCs' supply chain. Because of green procurement policies already in place, these 1st and 2nd tier suppliers have adopted advanced environmental management practices. The evaluation team observed several Japanese practices known as *Kaizen* ("improvement"), *Muda* ("waste"), and '5S'³ for increased efficiency and productivity. All four factories interviewed as part of the evaluation comply or did at one time comply with ISO 14001, the ISO on environmental standards. Thus, their environmental measures have generally shifted away from housekeeping type of approaches to technical solutions requiring greater financial investment. The evaluation team notes that the GBA approach, based on management and labor cooperation, may be better designed to make a more significant difference in an environment more akin to the former. Technical measures requiring significant investment provide greater challenge to joint decision-making.

Given the project's resources and approach, more exclusively the 3rd and 4th tier companies would likely have resulted in greater outcomes. Their less established approaches to environmental practices and access to fewer resources would likely have provided for more significant change. It was further learned there were similar types of resources available to the 1st and 2nd tier companies, both technical assistance and opportunities for sharing experiences within many of their supply chain networks.

³ Developed in Japan, 5S is the name of a workplace organization method that uses a list of five Japanese words: *seiri*, *seiton*, *seiso*, *seiketsu*, and *shitsuke*. Transliterated or translated into English, they all start with the letter "S". The list describes how to organize a workspace for efficiency and effectiveness by identifying and storing the items used, maintaining the area and items, and sustaining the new order. The decision-making process usually comes from a dialogue about standardization, which builds understanding among employees of how they should do the work. It is widely used in the Japanese automobile industry, and in many Western companies as well. (http://en.wikipedia.org/wiki/5S_%28methodology%29)

While ILO provision of technical assistance to large for-profit companies with already existing resources at their disposal may raise questions, the evaluation team also notes the opportunity for furthering strategic partnerships, as discussed below in Section G.

In Thailand, the project selected one hotel member of the ECOT and three unionized hotels, though one of them did not meet the third criterion of non-international chain hotels. The reality of choosing a sector with few unionized hotels – 16 of more than 500 in Phuket, most of which are part of large international chains with extensive environmental programs – as well as limited ECOT representation was a challenge for the project. Instead this was viewed not as a limitation for the project but as an opportunity to further expand their membership for both ECOT and trade union partners, as noted above. As compared to the Philippine project, a greater range of hotels participated in the GBA, both in size of establishment and experience implementing environmental measures.

Upon whittling down the list of viable enterprises based on the criteria, the project ran into additional challenges around recruitment. Both in the Philippines and Thailand, enterprises were initially weary of upfront commitments they would have to make in terms of investments of resources, both money and labor. And, they were also weary of the ILO name, both concerning its association with the UN and the presumption that it is pro-labor. The recruitment process was long, and with the challenges of locating enterprises with union presence, there was also anxiety around convincing enterprises to join the project if unions were also participating. There was the perception that there would be even fewer enterprises joining the project were unions involved. With a sense of urgency about time, the list was finalized, 12 in Phuket and 15 in Manila. While the 12 hotels and 15 factories participated in the training component of the pilot programs, 2 hotels and 5 factories decided not to continue with the advisory service components due to various reasons, bringing the total number of enterprises participating in both training and advisory activities to 10 in Phuket and 10 in Manila.

Training of national partners on the GBA

A 3-day training on ‘Green Jobs, Greener Business’ was implemented for representatives of tripartite organizations and other partners, followed by a second 3-day training for knowledge sharing. The ILO undertook a needs assessment to determine level of understanding among tripartite partners, ensuring the training was appropriately targeted. The project reported that participants gained a better understanding of key concepts related to climate change and green jobs, and of the linkages between labor and environment issues, with specific emphasis on the enterprise dimension of the transition to a more sustainable economy. The training also reportedly helped constituents reflect on their roles in promoting green jobs and greener business in the two countries.

Stakeholders who participated remarked in interviews with the team that the training was very beneficial and well executed. Multiple respondents indicated that the level of knowledge about the concept of green jobs was very low, and greater time is required to further develop understanding. Without capacity building indicators stipulated in the results framework related to new knowledge and its application to enable effective monitoring of outcomes, the evaluation team is unable to fully assess greater learning among national partners.

The ILO Philippines office, however, reported ECOP's active role in administering the project in cooperation with the ILO. Application of learnings, as well as a degree of ownership and indication of their future intent with regard to green enterprises, may be found in their coordinating trainings with their membership, and generally performing communications tasks and outreach with regard to project activities.

2. Observations on the GBA demonstration experience

All outputs stipulated in the results framework under the second immediate objective were achieved. Two sets of curricula for the demonstration project in Thailand and the Philippines by the ILO and its partners were developed and implemented. Technical assistance and follow-up were provided for the enterprises, and national partners were trained.

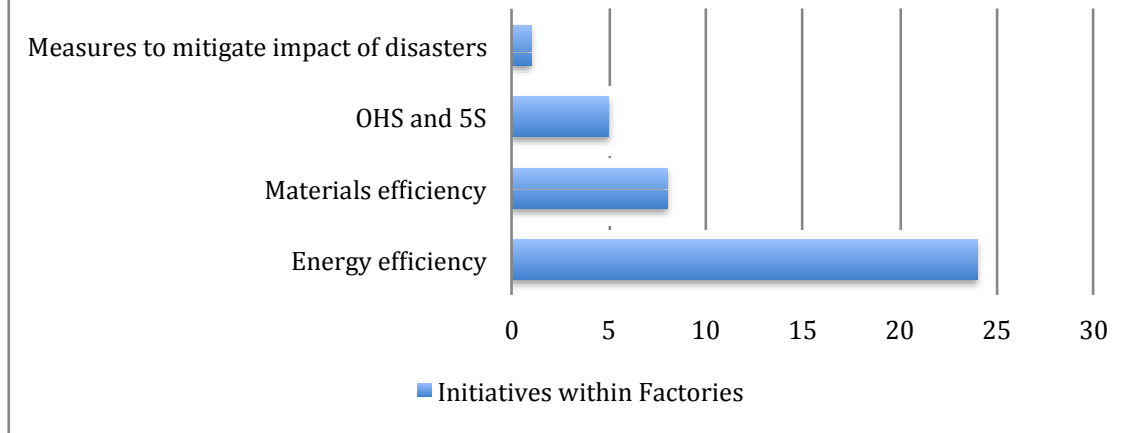
The evaluation team offers observations on the model as it was implemented, both as a means toward achieving improved environmental practices, and as a means toward achieving social improvements in the workplace.

The use of the employer-labor cooperation model as a means toward achieving improved environmental practices.

Small teams of staff comprised of management/supervisor level and labor/operator level from each participating enterprise were trained on environmental management and the model and applied their learning in the three-day core training, followed by technical assistance and additional training. The use of the model -- comprised of a series of teamwork problem-solving tools around identification of the problem, including brainstorming ideas among the group, application/trial of ideas, and eventual adoption -- successfully generated activities on a wide range of areas, including waste management, energy efficiency, water management, and OSH.

As technical inputs continued after the three-day core training in the form of visits by technical experts and additional in depth elective training on environmental topic areas, OSH and sustainability reporting, implementation of ideas was supported, and in some enterprises new ideas generated. The additional technical assistance by the project was instrumental, in the Philippines reportedly, to supporting the teams in calculating cost effectiveness and presenting their ideas to senior management for approval. The business case for the adoption of an idea was paramount in the automotive industries. An estimated 50 percent of all ideas generated through the GBA were reportedly realized, and the vast majority involved measures to achieve greater levels of efficiency.

Table 3: Initiatives undertaken by factories



Source: project documentation

In Thailand, the numbers of activities on energy efficiency outnumbered other categories, yet there was more even distribution. Several categories addressed that were quite popular ranking second in numbers of initiatives are HR and service quality; staff awareness and guest engagement; and waste management.

Table 4: Initiatives undertaken by hotels



Source: project documentation

As the number of initiatives undertaken by the enterprises varied in type and number, the level of achievement varied as well. Yet the evaluation team found that teamwork and collective action – whether through initiating the idea and/or implementing the idea -- within the enterprises led to improved environmental performance. Improvements reported among the hotels in Thailand on energy saving and waste management provided significant cost savings per month through their efforts to wash sheets on a less regular basis, monitor use of electricity, and change workplace practices and standard operating procedures to implement better housekeeping and engage guests on

resource conservation. Teamwork building and open communication, both between staff and manager, and among staff, supported those efforts. Improved waste management and ensuring orderly workspaces brought better hygiene and greater efficiency. In several hotels, Effective Micro-organism (EM) produced from organic waste was used as fertilizer for gardening, representing a significant savings compared to the purchase of chemical fertilizers, which was strongly supported by the general manager.

In one automotive enterprise, there were reported cost savings of 33 percent through the installation of inverter motor controls and reducing the energy consumption of the air compressor on the assembly floor. Other enterprises improved their warehouse storage areas and achieved greater efficiency and safety. Other enterprises made many other energy efficiency improvements as a result of participating in the GBA, as outlined in reports on the enterprises and addressed in Annex 6.

1. The use of the employer-labor cooperation model as a means toward achieving social improvements in the workplace

While the model brings quick and clear results to environmental performance within the enterprises, social improvements are less clear and thus more challenging to monitor. Moreover, there may be some intersection with improved environmental performance, and, in some cases a discord, as discussed below. The project identifies the OSH measures taken by the enterprises as representative of social improvements in the workplace. The evaluation team came across several worthy to note:

- Many hotels visited developed better handling and storage of chemicals, providing for improved work standards and safety by placing hazardous substances separated from staff's commonplace and regularly used items, so that potential risk of accident was minimized.
- At one automotive company operators identified and initiated specific changes in the machinery in their workspaces to better facilitate its use, thereby increasing efficiency and level of comfort;
- At another automotive company operators identified a better means to stack the glass windshields by tilting the wooden stand instead of keeping it straight. This resulted in increased safety for both operators and the product.
- Although the evaluation team did not come across joint OSH committees at the enterprises visited, project documentation reveals that at enterprises with no Joint Occupational Health and Safety Committees, or poorly functioning ones, such committees were established and trained and began the review of policies and practices. The evaluation is not able to comment on the outcome of this activity.

The evaluation team noted an intersection of measures that lead to mutual benefit, e.g., greater efficiency from making improvements in the ventilation system in the production area coincides with better air quality for workers. Likewise, in another factory, the reduction of oil spillage in the production area helped with greater efficiency

and material use, as well as improved and cleaner workspace. In many hotels, observance of 5S enabled safer and more productive workspaces for all.

Yet the evaluation team also observed areas where the business case for an activity was potentially at odds with worker well-being, e.g., reduction in air conditioning in the production area during the hot season as a means toward greater energy savings made less comfortable workspaces for operators. The project reportedly promoted a review of temperature settings or use of lights in such instances to ensure appropriate usage. Yet where greater care on chemical storage made for safer and cleaner workspaces in many of the enterprises visited, the use of chemicals over less toxic or natural alternatives were rarely addressed.

With regard to social improvements in the workplace, the evaluation team notes several issues related to both process and outcome:

- i. *Who participated in decision-making?* The involvement of labor in the decision-making process likely had some positive benefit, both in terms of building capacity on awareness and new skills, and also the fostering of participation. Inclusion in decision-making processes normally results in greater buy-in and greater levels of motivation. Yet as noted above in Section 3 under Methodology, the evaluation team spoke to management/supervisor level in the enterprises, so there was lack of clarity in most cases where the sense of empowerment was experienced. This appeared to vary for each enterprise depending on the level of open cooperation existing between senior management and staff, as well as the size of the enterprise and at what level participation can be fostered.

As the Green Teams returned to their workplaces to further develop and implement their initiatives, there was variation in the make-up of the teams and how they manifested in the organizational cultures. For those 8 enterprises visited by the evaluation team, some teams included the GM as chair, while others were comprised of management and supervisors only, with the GM as advisor. While project documentation of Green Team participants in the enterprises notes such staff as 'Assistant Food and Beverage', 'Administrative Officer', 'Forklift Operator' and 'Warehouse Staff', those enterprises visited by the evaluation team identified their core team as comprised of management and supervisors. The involvement or participation of labor/operators took place within the units under which they were housed as part of their organizational structure. The level and nature of participation among the labor/operators in participating in the generation of new subsequent ideas varied according to each enterprise. The evaluation team noted that organizational culture and how senior management may foster participation may not be easily changed over the long-term through the introduction of an outside intervention such as the GBA.

- ii. *Process of implementation: approaches to motivating workers.* Greening enterprises requires the participation of labor/operators, as it is normally their task to actually implement the activity. The evaluation team noted several strategies within the enterprises visited to motivate laborers and implement the green activities, as well as to generate more ideas. While there were a few examples of businesses that embraced the participatory teamwork approach and institutionalized it into their

human resource policies and ultimately their organizational culture (see Box 1 below), the majority of enterprises visited did not fully embrace the approach.

Instead, for the majority of those enterprises visited, management described an incentive-reward system already in place prior to GBA. Workers can put forth new ideas on a regular basis, and those taken up by senior management and determined as successful are then rewarded with a token amount of money. In several enterprises such an approach was described as further mainstreamed in performance reviews as a result of their participation in the GBA; an employee who participated and was forthcoming with new ideas was given higher marks.

A similar approach was used by the majority of hotels visited that engage in waste sorting. The sale of the separated waste was used for a staff party or retreat, providing sufficient motivation for undertaking the task. In contrast to the factories' approach, however, the waste sale funds were administered by staff jointly and used collectively. Thus the strategy of economic incentive was used for both generating ideas and inviting participation, and incentivizing staff to implement the green activities.

Box 1: Social improvements at Malisa Villa and Suites

One small and relatively new hotel in Phuket wholeheartedly took on the principles of the GBA model. In implementing better environmental practices, including improvement on energy savings and waste management, the hotel fostered positive communication among all staff, conveyed their value in servicing hotel guests, and translated and posted guests' comments into Thai for all to see. The presence of a champion, a young and talented manager in her 20s, helped to foster the positive and participatory work environment in greening their business. She joined the hotel as a staff, but through demonstrating her leadership in implementing environmental measures learned from GBA, she was promoted to Assistant Manager.

"I used to come to work only, but now I come to work, learn and implement"

--Assistant Manager, 13 November 2012

While the evaluation team noted the commitment of senior management as essential to social improvements in the workplace, the youthfulness of the staff and their enthusiasm may also have been a factor. The organizational value for conservation, as shared by their guests, was also identified as good business by the management.

- iii. *Self-reinforcing: engaging in greening activities as bringing social improvements.* The evaluation team noted that the achievement of greening activities was motivating to staff. All enjoyed their benefits, once realized. In this way the improvements may also be realized as a result of implementation. Several examples include:
- The reclaiming of workspace and promoting efficiency was enabling to staff to do their jobs. Reclaimed workplace supported by teamwork enhanced workplace safety.

- Improved storage of chemicals contributed toward improved work standards and safety by separating hazardous substances from the common area, thus improving staff efficiency and decreasing the potential risk of accidents.

The collaborative nature of some of the environmental practices initiated through the GBA brought staff together around a common purpose, thereby improving communication across the workplace. The reinforcement and recognition from managers contributed toward keeping employees in their jobs, with the possible increased economic gains for the company.

3. The use of knowledge products in building national partner capacity

The project achieved all outputs under the third component, or the third immediate objective. Regional forums with the enterprises were held to foster learning within each of the country pilots, and national forums with national stakeholders were organized to share and disseminate GBA approaches and experience. The project held more workshops than originally planned; additional to those forums planned were knowledge sharing workshops held recently in September 2012 among tripartite partners and other stakeholders to discuss the demonstration activity experience in more detail.

The project documented results and learnings from the demonstration activity in various ways, both as part of a management function in reporting, as well as creation of products that were used as a means to support dialogue and exchange. While the former may include reports documenting achievements in each enterprise, training and program reports for the project, the latter includes various learning products developed for the use in the project and intended for future use by tripartite partners, including the training program for the enterprises and the green jobs website page for the ECOP and ECOT. An additional knowledge product includes the case studies on selected hotels and factories.

The evaluation team reviewed the six case studies and the ECOP and ECOT websites, and during interviews with stakeholders discussed the training program and the websites. The team notes the following observations:

Case studies: The case studies were in draft form at the time of evaluation. The desk review reveals that drafts were used by the project during training with tripartite members, with questions formulated for group discussion, as well as shared at the national forum. And PSU, the implementing partner in Phuket, indicated they plan to incorporate the three hotel case studies into their curriculum at the Faculty of Hospitality and Tourism.

The evaluation team noted the project chose to develop case studies on three hotels that were considered more active and successful in the demonstration activity. The draft studies greatly resemble the hotel reports but in greater detail. They illustrate before and after scenarios in describing the environmental activities and any OSH activities implemented, highlighting the progress made through use of the management-labor cooperation model. As drafted, they may be better showcase pieces for attracting additional investment for the project rather than a means for generating meaningful lessons learned from the experience.

An alternative approach to developing a more meaningful case study that promotes analysis and learning would be to develop clear learning objectives and rationale around choice of enterprise, the focus of the analysis, and their intended use. A comparative analysis may also be undertaken of the case studies to facilitate learning among tripartite partners at the national level as well as other interested enterprises interested in adopting the approach. More productive discussion on what conditions should be in place before the practice starts; what are the critical factors to enable success of the management and labor cooperation model as a means to achieving improved environmental performance; and what kind of inputs or assistance (training, study tour, subsidies, etc.) are necessary for the implementation and from who; and estimated costs/investments, both financial and labor and benefits both quantitative and qualitative; and so forth.

The evaluation team was notified that additional materials on lessons learned, results and reflections are currently under development as separate reports. A similar or perhaps the same piece will focus on lessons for replication. This was not originally planned for and will be developed in the second phase of the project.

Websites: Both ECOT and ECOP have developed pages on their website devoted to green business, with support by the GBA project. Considered by the evaluation team as both a knowledge product developed by the project as well as an expected outcome of improved capacity of the agencies to support their membership, the sites include a database of resource materials for members to access. The ECOT site was just recently launched and the ECOP site is still under development. During interviews with member enterprises of ECOP, there was knowledge about the website but no knowledge specifically of the green jobs site. During interviews with several ILO staff, it was conveyed that the project has experienced challenges around development of the green business websites due to inadequate labor and time commitments by partners.

The evaluation team notes that the value added the sites provide to ECOT and ECOP in communicating to their membership about greening businesses may effectively contribute toward fulfillment of the ILO country program desired outcome of enhanced capacity of partners to provide services to their membership, as noted above. Yet the capacity of a product, which relies on the membership to access proactively, to effectively engage and build their capacity is debatable from a knowledge management and capacity building perspective.

Development of the training packages for enterprises in the hotel and the auto sector: The majority of respondents responded favorably about the training curriculum. Those at the enterprise level all spoke highly of the technical assistance received, and certainly the impact was demonstrated in the form of activities developed and implemented, with documented environmental impacts. In an interview with a tripartite constituent in the Philippines, concern was expressed about the high technical level of the curriculum. They believed it would not be suitable for the majority of their membership and thus they could not easily apply it in their programs. The evaluation team was not able to get a clear assessment on all tripartite constituent's impressions about the curricula and its applicability in their programs.

4. Gendered aspect of the GBA

Interviews revealed that gender is addressed in the core training curriculum in a module on discrimination in workplace relations and cooperation. The technical experts conducting follow-up visits also addressed gender and participation with the Green Teams, encouraging women to participate. During interviews, it was revealed that the project would address issues of participation and gender in the curriculum more explicitly in the second phase, as recommended by the Mid-Term Evaluation.

The evaluation team notes that a gendered analysis of the project may certainly include participation more broadly but may go deeper to address whether men or women's health is adversely affected within the workplace due to traditional labor functions that may be gendered. The analysis lies within the context of OSH, and creating greater awareness around the gendered aspect of worker/operator functions within the workplace.

The evaluation team notes the hotel industry in Thailand, however, appears to be gendered balance at all levels; while the automotive industry in the Philippines is largely gendered along the type of product made, e.g., women tend to work as operators on assembly floors laboring with smaller products requiring more meticulous and coordinated tasks, while men work with larger equipment and products. A gendered analysis should be industry specific and address gendered lines among the operators/workers within the enterprise and their exposure to harmful substances.

D. Efficiency of resource use

Main finding:

- *Resources have been allocated strategically and used efficiently to achieve outcomes.*

In the first year of the project, there was the realization that insufficient human resources had been budgeted to manage the project and accommodate the needs of partners. In 2010 the project brought on a full-time project coordinator to oversee both Thailand and Philippines activities. Upon devoting greater human resources to project implementation, the pace of project implementation was quickened for the second and third years.

The Mid-Term Report outlines allocation of resources for activities as follows:

- Research and sector assessment and validation (studies and consultations) : 14%
- Training and capacity building (including materials development, workshops, documentation of results, tailored support to constituents): 60%
- Knowledge sharing and dissemination (including compilation of good practices, and organization of conferences): 24%

The greater allocation of resources towards training and capacity building activities is justified in the assessment of the evaluation team. With the interest to use this main intervention as the primary means to build awareness and learning around an approach at the enterprise level, the requirement for funds, human resources and high level of

technical expertise, and the documentation of results represented efficient use of resources.

E. Effectiveness of management arrangements (including Monitoring and Evaluation)

Main findings:

- *Tripartite partners participated in the project through the Project Advisory Committee, providing guidance on project implementation, although exhibited varying degrees of ownership over the project due to other competing demands.*
- *The ILO-PSU partnership was notable in the kind of mutual benefit and positive coordination achieved.*

The ILO ROAP contracted with the Faculty of Hotel and Tourism at Prince Songkhla University in Phuket to project manage the demonstration activity. The PSU partnership proved to be fruitful, providing ILO with a local partner invested in the community and able to effectively monitor and coordinate technical inputs to the hotels. PSU notably added another level of support to the hotels, that of hospitality and guest service, upon realizing its importance to guest satisfaction and ultimately economic gain. ILO staff in the Thailand country program office expressed appreciation for the opportunity to establish ties with new stakeholders.

Many interviewees indicated that ILO's tripartite partners have competing priorities, and greening businesses is not high on their agenda. Their participation in the PAC, however, provided guidance to project implementation, including discussing issues related to enterprise selection, identification of partner institutions, training program design, and review of progress made by the demonstration activity. The ILO Philippine office noted ECOP's assistance with coordinating activities. Tripartite partner attendance at forums and trainings at the national level was favorable for the project. The delayed investment of resources by ECOT and ECOP into the completion of their green jobs websites, however, was not favorable.

The management arrangements appeared to work well through the ROAP office, yet the amount of work appeared to be more than full-time for both the project coordinator in ROAP and the national project officer in the ILO Philippine office. In the interest of a Phase 2, the project should carefully consider the workload requirements for managing an expansion of project activities.

With regard to monitoring of project implementation, the project self-corrected several times, demonstrating capacity to assess and make management decisions in support of achieving project objectives. The project has also added several new knowledge sharing forums and products in the final year, identifying need for additional inputs in achieving its objectives.

F. Impact orientation and sustainability of the intervention

Main findings:

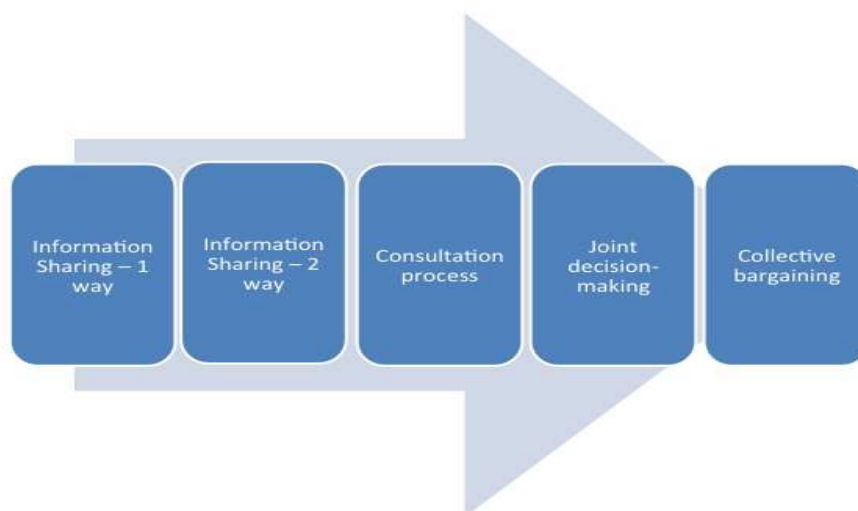
- *An approach to greening enterprises should consider the larger environment or context in which it resides in order to sustain achievements made at the enterprise level.*
- *The ILO has engaged with new partners through the GBA, and is well positioned to expand to achieve greater impact.*

From a sustainability perspective, the evaluation team believes there is need for continued building of knowledge and capacity among constituents, as well as greater demonstration of ownership, to achieve greater impact in the future. As at the time of evaluation, learning and sharing about the model was still taking place, the evaluation team believes the expectation that ownership over that learning, and absorbing it at the institutional level to take it on as a priority is premature. The evaluation team offers the following observations on sustainability going forward:

1. Sustainability of the model at the enterprise level

The evaluation team notes that the kinds of activities implemented and providing benefit to the enterprises can certainly be sustained into the future. A large number of activities were deemed to be successfully implemented and in the interest of the company. Greater levels of efficiency within the workplaces translate into less energy and material consumption, and thus produces immediate environmental benefit.

Yet overall, identifying achievements in the area of enhanced social relationships within the workplace is less tangible. As noted above, this was identified as the original intent for the project design, as well as in line with the ILO's mandate and value added in the climate change field, yet the project results framework did not stipulate desired outcomes in this area for the demonstration activity. The graphic below was used in the core training in the Philippines end of 2011, and does give some possible indicator for desired outcomes with regard to stages of management-labor relations.



*Diagram 3: Progression toward employer-labor relationship development
Source: diagram used in the GBA Project core training, Philippines*

Joint teams as platforms of discussion and joint initiatives, as initiated in the 3-day training for the Green Teams, were adopted in a variety of ways and applied, as discussed above. Joint initiatives resulting in environmental improvements with elements of improved workplace cooperation did indeed take place. How sustainable the practice will be for future initiatives, as according to organizational culture and level of buy-in by senior management, will vary.

The enterprises participating in the GBA may be described as achieving either 2-way communication in some cases and consultation in a few others. Several stakeholders expressed concern about OSH, and talked of the benefit of the 'green clause' in collective bargaining agreements. Without the presence of unions and their participation at the enterprise level, the evaluation team identifies this type of activity as one that is not within the GBA's reach, and of a greater level of sustainability unattainable for the project as currently implemented.

2. Maximizing impact and efficiency through strategic partnerships

In dealing with any cross-cutting issue like climate change, a project can maximize its impact by collaborating with relevant organizations and bringing their expertise and knowledge in. In this regard, the GBA has had a good start with involving business associations. The project consulted with a local hotel association in recruiting participating hotels, as well as technical and industry institutions. A representative from the association was invited to the stakeholder meeting held at the end of evaluation mission, and an expectation for them to play a catalytic role in sharing good practices in the future was expressed within the context of concern over the current limited communication among local hotels.

For the automobile suppliers associations, the project helped identify the associations' potential in assisting members on technical aspects. Having a certain level of environmental practices already in place, the needs of some companies in resource efficiency and cleaner production are shifting to greater technological solutions from housekeeping type measures. As association members are from the same sector, resources they use, type of waste they produce, and regulations they comply with are not very different from one to another. Thus, focused technical trainings would assist companies in advancing the achievements they made so far. Interviews with general managers of suppliers revealed that GBA's deepening thematic modules were highly appreciated and such training should be continued even after the project completion. One option of that is through a suppliers association.

As the project focused on enterprise-level practical intervention, government involvement seems to be the area where GBA may want to further explore to keep the momentum developed in working toward its overall objective. Although a national forum to discuss options for sustainable enterprises was held towards the end of the project (November 2012) with participation of both ILO Constituents and non-ILO Constituent Ministries in Thailand, the project could have engaged those relevant non-ILO Constituent Ministries throughout the implementation, and joined the discussion on technical information/knowledge of their work in legal framework, economic instruments, and capacity building relevant to cleaner projection. Addressing climate change and/or any other sustainability issues require cross-cutting perspectives. As each Ministry has different interests, priorities, and mandates, national policies are to be

harmonized and integrated, as opposed to conflicting, across ministries for a more economically, socially, and environmentally sustainable society. Integrated policy will ensure that climate change measures are opportunities rather than challenges for enterprises.

While the project did try to involve the Municipality of Phuket at the political level, it appeared that the involvement of local governments on a practical level is equally crucial in order to fully respond to enterprises' increasing motivation for resource efficiency, safety code and conduct and cooperation in the workplace. In Thailand, one of the common practices that participating hotels initiated after GBA trainings was waste segregation. Collected wastes are sorted by different categories and recyclables are sold, generating revenue used for staff retreat. Ironically, segregated non-recyclable wastes are reportedly mixed up again during the transport and treatment process by the municipality. Waste segregation certainly contributes to resource efficiency, but also to proper management of hazardous waste, and a sense of cooperation across sections from housekeeping to maintenance. Yet, when waste treatment at the municipal level is not properly done, the progress that hotels made will not actually lead to the greater impacts as expected at national level.

IV. Conclusions

- ***The project has achieved each of its three immediate project objectives at varying levels, although due to insufficient specificity in the results framework, there are challenges in terms of clarity around whose level of capacity is to be increased and to what level, as well as the extent of social dialogue desired.*** When taking into consideration the conceptualization of the project during the design phase, the donor's original intent, and the value added the ILO brings to the climate change field, the project would benefit from a clearer results framework that better reflects organizational interest as well as provides greater clarity around desired outcomes for the project, both for capacity building outcomes among partners as they contribute toward the overall development objective, and specific workplace outcomes desired by the project with regard to social dialogue.
- ***The demonstration project exhibited sound capacity building approaches in generating new learning among the enterprises, and supporting the application of new learning and skills through its inputs of training and onsite technical assistance.*** The provision of theory and practical tools in the training room, with an action plan as an output for each of the Green Teams proved to be effective. The on-site follow-up by technical experts in the environmental field over an extended period of many months was effective in providing further guidance to the process, as was the deepening training provided. Clear appreciation was expressed by the vast majority of enterprises on the quality of training and guidance provided by the GBA.
- ***The demonstration activity resulted in varying levels of increased dialogue between management and workers and improved environmental performance, productivity, and resource efficiency.*** Assumptions around whether the need for environmental mitigation at the enterprise level was even needed, and whether enterprises could identify a business case to effectively implementing activities were proven false. The Green Teams successfully identified problems, brainstormed

possible solutions, and acquired approval from senior management to implement specific activities resulting in improved environmental performance in the workplace. As cost effectiveness was a priority for approval in the automotive industries in particular, energy and materials efficiency ranked the highest in terms of overall initiatives implemented. 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.

- ***The building of awareness among national partners was achieved to a certain level through workshops and forums, yet their capacity of trade unions and employers' organizations to work together to support bipartite or tripartite cooperation in the workplace needs to be fostered.*** While the employers associations and trade unions were onboard with the project, the inability or lack of opportunity to engage with enterprises with a union presence due to a number of factors and constraints resulted in a less genuine approach to social dialogue for the project. While the project supported greater dialogue between workers and management at the enterprise, greater levels of tripartite partner involvement – beyond their participation in the PAC and in trainings – should have led to greater impact at both the enterprise level and the experience of the demonstration activity, as well as increased capacity for the partners to negotiate and jointly solve problems. The ILO's value added of tripartism and its ability and mandate to bring together trade unions and employer associations to jointly address problems would then have been more fully utilized by the GBA project.

A. 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.

B. 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.

C. Recommendations

The evaluation team puts forward the following recommendations for the GBA project as it enters into its second phase:

- 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.***

Carefully worded project objectives that are measurable and precise, with identified activities and their related outputs and outcomes, all in support of a development objective that is aligned with organizational, donor and partner interests would assist the project in gaining better clarity. The evaluation team also recommends the ILO to finalize project documents and frameworks specific to each country given the vast differences. Greater specification and concrete planning would better reflect the needs and realities of each context, providing for greater clarity around country and/or sector specific objectives, outputs, outcomes and indicators. And finally, greater clarity would be helpful around the roles of all stakeholders, which should also be meaningful.

- 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.***

Tripartite social dialogue is the ILO's mandate and strength, and it is its comparative advantage in the climate change field. With its long experience in working on social dialogue and its capacity to facilitate and manage such complex processes, the evaluation emphasizes the importance of ILO involving its tripartite partners from the beginning, and in making early commitments to genuine collaboration. The first phase of the project has demonstrated the relevance of the management-labor model and its effectiveness in promoting environmental practices. With the further support of ILO and the associations, the approach should be more impactful and sustainable in the long run, providing for greater capacity building among all tripartite partners.

- 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 II to identify needs, gaps, and formulate objectives and a work plan.***

With the objective to create more targeted capacity building interventions in response to specified need, the identification of national partners from the start of project design for Phase II and facilitating their participation is important. The evaluation team recommends using a capacity development tool to enable identification of capacity gaps. In undergoing such a process, ownership should be stronger and a plan to identify appropriate activities and guide their implementation will better assist in reaching capacity building objectives.

- 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.***

In addition to the participation of those national partners with whom the ILO wishes to engage and whose capacity it strives to further build, involve knowledge management and evaluation colleagues in the project development phase to further refine thinking around capacity development inputs and ways to maximize learning among constituents. Such a process should lead to more clear and deliberate capacity building objectives, effective choice and use of products, and ultimately more impactful capacity building achievements.

- 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 II.***

While it is acknowledged ILO employers and workers specialists were consulted during the design of Phase I, the evaluation team suggests to again ensure their participation in Phase II project design. Together the group may brainstorm project objectives and activities, identify common ground, and ensure that any piloting/demonstrating of activities is linked to genuine social dialogue among the tripartite partners. Where there is discord, an effort to facilitate and identify common ground becomes part of the process of nurturing tripartism, thus promoting and reinforcing ILO's ability to effectively contribute and enhance its added value to the climate change field.

- 6. *Conduct a gender review of each industry at the start of the second phase.***

In addition to issues around participation, the evaluation team recommends the ILO to analyze the gendered aspect of work functions within the workplace in selected industries. Such an analysis should reveal potential areas to address by the project with regard to environmental and health hazards that may lie along gendered – or any other social construct – lines.

- 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.***

The evaluation team recommends the ILO to enhance involvement of industry associations with assistance of employers' organizations to promote replication of the model. Member companies of associations generally face the same kinds of problems, and their need for technical assistance and information are similar. Given their available resources, associations are well positioned to share good practices among companies and provide necessary assistance and/or facilitate external assistance for replication.

The evaluation team also recommends the ILO to work together with related ministries beyond its constituent base, as well as local governments, as policy

interventions are crucial to support enterprises' endeavor in the long run. Harmonized policies across ministries are crucial in both political and practical terms to turning challenges faced by the enterprises into opportunities for greater long-term impact.

Annex 1: Terms of Reference

Terms of Reference (final as of Oct 19, 2012)
Final Independent Evaluation
RAS/09/03M/JPN; RAS/10/57M/JPN; RAS/11/50M/JPN; RAS/11/57M/JPN

Greener Business Asia
Project Budget: 1,258,693 USD
Project duration: 01 July 2009 – 31 December 2012
Geographical coverage: Thailand and the Philippines
Final evaluation: TOR completed September 2012, Final Evaluation Planned for October-November 2012

Introduction and Rationale

Evaluations have a key role to play in the management of project: they provide key inputs for program improvement. An independent project evaluation is a mandatory exercise for the ILO, as per ILO's policy governing technical cooperation project cycle management.

The final evaluation of the Greener Business Asia project will be managed by the ILO and the key project stakeholders, and the donor will take part in the evaluation process.

The final evaluation follows the project's midterm self-evaluation, which was completed in April 2012. The final evaluation intends to examine the relevance, effectiveness, efficiency and sustainability of the project. It will focus on whether the project has delivered the expected outcomes in light of time and budget and examine to what extent the project has acted upon the recommendations of the midterm evaluation. It is expected that the final evaluation will provide useful recommendations and lessons learnt for a second phase of the project or similar technical cooperation initiatives.

The evaluation will be carried out in November 2012, with a final report being available by December 2012. It will be managed by Mr. Matthieu Cognac, ILO Youth Employment Specialist, and will be overseen and quality control by ILO Regional Evaluation Officer, Ms Pamornrat Pringsulaka of ILO Regional Office for Asia and the Pacific (ROAP). The project will bear the cost of the evaluation, including the cost of the Evaluation consultants. The evaluation report will be in English.

The evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures.

Background on the project

Project background and brief

The Asia region has witnessed very fast growth rates and rapid industrialization and expansion of the service sector and while such development has meant important achievements for development in the region, significant challenges remain. On the one hand, the fast-paced growth and booming of the manufacturing and service sectors have exacted a large toll on the environment and natural resources in a region that is highly vulnerable to environmental threats. On the other, with some 908 million workers that live on less than a USD 2 a day and the continuing challenges of globalised competition, enterprises competitiveness and improvements in prevailing workplace environment and working conditions remain of fundamental importance.

The rapid economic growth that Thailand has seen in the past decade has been linked to the expansion of the export-driven manufacturing sector and the tourism sector, which now form the lion share of the country's GDP. Such changes in the structure of the economy have outstripped the development of pollution management, leading to deterioration in Thailand's natural environment. Hazardous wastes, air and water

pollution from manufacturers pose serious threats if not properly managed, and natural resource degradation presents a challenge to the very basis of the tourism industry. The time presents an opportunity for a shift away from current practices towards the development of sustainable enterprises and a greener economy.

Similarly, the Philippines faces serious threats stemming from environmental deterioration including improper chemical and solid waste disposal, air and water pollution, which have strong linkages to industrialisation and urbanization trends in the country. The fact that the country faces significant challenges in terms of energy compounds the need for strategies to enhance resource efficiency and improved environmental management in industries.

The Greener Business Asia project focuses on the enterprise dimension of the transition towards a more sustainable economy. It strengthens and builds on workers and employers' cooperation at the workplace to promote improvements in terms of environmental performance, labour practices, and overall business competitiveness. It seeks to contribute to enhancing the capacity of employers' organizations and national institutions to support environmentally-friendly and responsible practices within sectors and industries and disseminate a model of cooperation that brings positive changes towards greener, safer and more productive workplaces.

Development objective: To build capacity in relevant national institutions to respond to challenges of climate change related mitigation measures in specific sectors

Immediate objective 1: To increase understanding of tripartite bodies of the challenges and opportunities associated with developing responses at the workplace to environmental pressures

Immediate objective 2: To enhance capacity of national employers' organizations and other relevant institutions to support bilateral cooperation in responding to environmental pressures at the workplace

Immediate objective 3: To increase knowledge and awareness at the national level of good models of practice of bipartite cooperation in responding to environmental pressures at the workplace.

The project develops around mutually supportive components of research, constituents' support and enterprise-level pilot activities and knowledge sharing. It operates in Thailand and the Philippines, focusing on the tourism sector (hotels) and automotive sector respectively.

The project is comprised by three components, namely: 1) awareness raising and knowledge development, 2) training and capacity building and 3) knowledge sharing. The components, which correspond to the project's immediate objectives, and sub-components build off one another and are complementary.

The knowledge development and awareness raising component included sector assessment and research to help to determine target sectors and identify entry points for enterprise greening.

The training and capacity building component of the project is in turn comprised of two large elements: the training of tripartite institutions and the enterprise-level program. The former aims at 'setting the stage' and introducing a key notions related to green jobs and environmental issues among ILO constituents. The latter aims at developing and piloting a program of training and advisory services to enterprises in the selected sectors to help improve their triple bottom line performance (i.e. improvements in terms of economic, social/labour and environmental practices) based on a model of worker-employer cooperation at the workplace. The documentation of results and good practices at the enterprise level feed into the knowledge sharing component of the project.

The knowledge sharing component of the project entails the showcasing of the approach to enterprise improvement devised by the project, including the dissemination of good practices and lesson learnt in the course of the pilot exercise with model enterprises in the two sectors.

Management arrangements:

The overall coordination of the project is the responsibility of a project coordinator based at the ILO Regional Office for Asia and the Pacific, who also covers implementation of country-level activities in Thailand. Country-level activities in the Philippines are the responsibility of a project officer based in Manila. Technical supervision is provided by the Senior Specialist on Environment and Decent Work. Other specialists on enterprise development and workers' and employers' activities, in the region offer additional technical support as required. Administrative backstopping is provided by the chief Technical Adviser of the ILO-Japan Multi-bilateral program.

Implementation arrangement:

Project activities are either directly carried out by ILO or implemented in partnership with national institutions, as is the case of the Employers Confederations of Thailand and the Philippines for the development of new web-based information services for their members and platforms for the dissemination of good practices in the field of improved environmental management and greener enterprises. In the case of the Philippines, the Employers' Confederation of the Philippines (ECOP) has also been responsible for coordinating contacts and relations with enterprises participating the pilot programs. The project engages technical partners for activities such as the development of training materials, and the pilot testing of the training and advisory service programs with enterprises. Technical partners include the Faculty of Hospitality and Tourism, Prince of Songkla University, and the Philippines Business for the Environment.

The project contracts-out individual experts and institutions to undertake researches and studies, curriculum development, conduct of specialized training, and other technical requirements of the project.

The project team provides technical assistance in, and monitors, the implementation of sub-contracted activities to make sure that they are implemented based on a terms of reference and remain within the overall project context.

Progress to date

Progress under immediate objective No. 1

Key milestones have included the completion of the research and sector assessment, target sector identification process including consultations and validation meetings. Tripartite Project Advisory Committees were also established in both countries and have been meeting to provide strategic advice on project implementation.

Once the sectors were selected, further research and analysis on the selected sector was also carried out to help refine the entry points for the enterprise programs and make it more relevant to needs.

Progress under immediate objective No 2.

Tripartite constituents' training - foundation

With regards to the training of tripartite leaders, following a training-needs assessment exercise, training materials were developed and made responsive to country-specific needs by making a wide use of country-specific content (while also drawing upon existing ILO training resources) and relying on national experts for several training sessions. Training workshops were delivered for tripartite representatives and representatives from other relevant stakeholders in the two countries. The training workshops aimed at fostering the understanding by constituents of the conceptual framework that provides the foundation for initiatives promoting Green Jobs and principles of a Just Transition.

Tripartite constituents workshop – follow-up

A workshop for tripartite representatives was organized to provide more in-depth understanding of issues and tools related to enterprise greening and illustrate concrete actions and programs that can be undertaken. Such enhanced understanding provided a basis to help participants reflect on the specific roles and next steps of their organizations in this field as well as identify possible uses of training and knowledge materials developed under the project.

Tailored support to employers' organizations and trade unions

To enhance the capacity of employers' organization the project provided specific tailored support. More specifically the project is assisting the Employers' Confederations of Thailand and the Philippines in developing green information services for their members – this consists of web-based information resources the employers' organizations will use to disseminate good environment and labour practices as well as relevant regulations, schemes and initiatives, while creating a platform to share the experience and achievements of the pilot enterprise program. The web platforms have been set up and are currently being populated with content.

It was recognised that workers' organisations at the national and local level would require tailored support to enhance their capacity and contribute to improving employer-worker relations and raise awareness on environmental issues among their members and communities, and specific spaces within tripartite workshops as well as separate small workshops have been planned to address such needs.

Enterprise-level training and advisory program

In terms of enterprise activities, the project developed and pilot tested a package of sector-specific training and advisory services program.

The enterprise program developed and is piloting a program of training and advisory services for hotels that equip workers and management with tools and knowledge resources to establish mechanisms of cooperation and jointly effect positive changes in their workplaces and enterprises in terms of environmental performance, workplace practices and overall competitiveness.

The modular packages of training and knowledge resources have been developed and piloted with a group of hotels in Phuket, Thailand and a group of autoparts manufacturers in Laguna, Philippines. The programs have involved events for General Managers/Employers, a core training module with 104 participants from management and workers from the selected enterprises as well as a series of elective training sessions on different aspects of workplace improvement. The pilot programs have been rolled out in both countries. In Thailand the program has ended with an experience sharing event among participating hotels and also targeting wider audience from local industry and public sector stakeholders. This was an occasion to showcase concrete positive changes in the triple-bottom line effected by hotels, sharing good practices and lessons learnt. In the Philippines, the program is close to completion with a pending last round of visits.

Progress under immediate objective No. 3

Knowledge sharing components

The key knowledge-sharing components of the project are the focus of this last stage of the project. The project is documenting and compiling results at the enterprise levels in multiple formats tailored to different target audiences and users (ranging from non-technical case studies to technical sheets on good practices). These will be disseminated through the web-portals of employers' organizations as well as distribution through constituents' networks. They will also be showcased in the context of the national forums, currently planned for November.

Purpose, scope and clients of evaluation

Purpose:

The final independent evaluation is aimed at highlighting achievements, areas for improvement and recommendations for sustainability. It is also aimed at identifying possible lessons learnt and good practices for learning and knowledge sharing purposes.

This independent final evaluation will therefore seek to assess the key achievements of the project as per project framework, the extent to which the project partners in Thailand and Philippines, and beneficiaries have benefited, and will continue to benefit, from the project's outcomes, strategy and implementation arrangements specifically in terms of:

- relevance and strategic fit
- Validity of the intervention logic
- effectiveness
- efficiency

- effectiveness of management arrangements
- impact orientation and sustainability
- knowledge sharing and learning

To achieve the above mentioned objectives this independent final evaluation will assess the following:

- The achievements made in relation to the planned results and the immediate objectives, including any intended/unintended impact of the project
- The extent to which the project has acted upon the midterm evaluation recommendations
- The project management, coordination and institutional mechanisms among various stakeholders and tripartite constituents, and the effectiveness and efficiency of project implementation in general project's experiences that can be learned with regard to achieving gender equality and environmental sustainability

Scope:

The scope of the evaluation is the start until the time of the evaluation and it covers all geographical coverage of the project in Thailand and the Philippines.

Clients:

The primary clients of the evaluation are ILO constituents and partners in Thailand and the Philippines, ILO units (ROAP, CO-Bangkok, CO-Manila, DWT Bangkok) directly involved in the implementing and backstopping the project, and the donor (Japan).

Suggested Methodology and framework

ILO's Evaluation Guidelines provides the basic framework, the evaluation will be carried out in accordance with ILO standard policies and procedures. The evaluation should address the overall ILO evaluation criteria such as relevance and strategic fit of the project, validity of project design, project progress and effectiveness, efficiency of resource use, effectiveness of management arrangement and impact orientation and sustainability as defined in the ILO Policy Guidelines for results-based evaluation: principles, rationale, planning and managing for evaluations (2012). The evaluation shall also take into account the gender issues into the evaluation process as guided by The ILO guidelines on considering Gender in Monitoring and Evaluation of Project, Sep 2007. The ILO adheres to the United Nations system evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards.

The evaluation is an independent evaluation and the final methodology and evaluation questions will be determined by the Evaluator in consultation with the Evaluation Manager. Several methods will be used as a minimum to collect information including:

- Review of documents related to the project, including the initial project document, progress reports, project midterm evaluation report, and documents from the Project Advisory Committee Meetings, project M&E documents
- Review of other relevant documents such as the Decent Work Country Programmes, ILO regional strategies and conclusions of the Asia Pacific Regional Meetings
- Field visits, interview and group discussion with key stakeholders and beneficiaries in Thailand and the Philippines. The selection of locations for

field visits will be done randomly or based on sound selection criteria

A draft evaluation report will be shared with relevant stakeholders for their comments and inputs.

The suggested analytical framework for the final evaluation is set out below:

Relevance and strategic fit

- Are the needs identified at the outset of the project still relevant?
- Do the project interventions align with and support relevant national/sectoral priorities, plans and initiatives on relevant issues e.g. sustainable development, green jobs, green economy, climate change, etc. as well as programmes and priorities of the social partners?
- Does the project support and contribute to the DWCP of Thailand and the Philippines and complement relevant ILO projects and programmes in the region?

Validity of design (to what extent the design is logical and coherent)

- Given the resources is it practical to envisage the project achieving all its targets and goals?
- Is the intervention logic coherent and realistic? What are the main means of action? Are they appropriate and effective to achieve the planned objectives?
- Comment on the external logic of the project in terms of its links with other interventions, synergies and economies of scale created.
- Did the project document provide adequate guidance on how the intervention would address the relevant gender issues amongst the target groups?
- What are the lessons learnt in the design of the project?

Project progress and effectiveness (and gender equality and promotion)

- To what extent the project's immediate objectives have been achieved vis-a-vis the project logical framework and taking into account the midterm evaluation recommendations?
- How can the ILO build on or expand the main achievements of the project?
- What have been the major constraints in project implementation?
- How and to what extent have stakeholders (particularly the ILO constituents) been involved in project implementation?
- How is gender being mainstreamed? Has there been any effort to mainstream gender throughout the project?
- What are the lessons learnt and good practices?

Efficiency of resource use

- Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes?
- Have activities supporting the strategy been cost-effective?
- Have resources been used efficiently?

Effectiveness of management arrangements (including monitoring and evaluation)

- Are management capacities and arrangement adequate and do they facilitate good results and efficient delivery? Is there a clear understanding of the roles and responsibilities by all parties involved?
- Does the project receive adequate political, technical and administrative support from its national partners? Do implementing partners provide for effective Project implementation?
- Has cooperation with project partners been efficient?
- How effectively did the project management and ILO monitor project performance and results?
- Is information being regularly analysed to feed into management decisions?
- Have available gender mainstreaming tools been adapted and utilized?
- Has the project made strategic use of other ILO projects, products and initiatives to increase its effectiveness and impact?
- How efficient and effective has the process been of communication from the field office to the regional office and the donor

Impact orientation, and sustainability of the intervention

- What are the emerging impacts of the project and the changes that can be linked to the project's interventions?
- How effective and realistic is the exit strategy of the project?
- Are the means of action gradually being handed over to the national partners?
- Are national partners likely to continue with the project or carry forward its results?
- How effectively has the project built necessary capacity of people and institutions (of national partners and implementing partners)? How effectively has the project built national ownership and capacity?
- Are project results, achievements and benefits likely to be durable? Are results anchored in national institutions and can the partners maintain them financially at the end of the project?
- Can the project approach or results be replicated or scaled up by national partners or other actors? What would support their replication and scaling up?

Main outputs

The evaluator will draft a **short inception report** upon the review of the available documents and an initial discussion with the project management. This inception report should set out the clear evaluation instrument (which include the key questions and data gathering including questionnaires /and analysis methods/ the choice of site visits within Thailand and Philippines –the selection of location should be done randomly or based on sound selection criteria) and any changes proposed to the methodology or any other issues of importance in the further conduct of the evaluation. The inception report will be approved by the Evaluation Manager.

At the end of the evaluation mission, the Evaluation Team will present the preliminary findings at a meeting. The presentation should highlight the good points, areas for improvement and recommendations for sustainability.

In this occasion, the project's stakeholders will have a chance to jointly assess the adequacy of the findings and emerging recommendations as well as recommend areas

for further considerations by the Evaluation for the preparation of the Evaluation Report.

The main output will be first a draft report, later transformed into a final report when comments of the ILO, and other stakeholders have been received on the draft. The report should not be longer than 35 pages, excluding annexes. It will contain an executive summary, a section with project achievements to date, findings and recommendations for short and medium term action. The report should be set-up in line with the 'Quality Checklist for Evaluation Reports in the ILO' which will be provided to the team leader. The final report is subject to final approval by ILO Evaluation Unit.

ILO management will prepare management response to the evaluation recommendations and action to act upon the recommendations will be undertaken and report to ILO Evaluation Unit.

Quality recommendations in the evaluation report must meet the following criteria: -

The ILO Evaluation guidelines to Results-based Evaluation: Principles and rationale for evaluation – Version 1 includes the following criteria for drafting quality recommendations in evaluation reports: (1) *recommendations are based on findings and conclusions of the report*, (2) *recommendations are clear, concise, constructive and of relevance to the intended user(s)*, and (3) *recommendations are realistic and actionable (including who is called upon to act and recommended timeframe)*. In addition to The ILO Guidelines, EVAL has also issued guidance for formatting requirements for evaluation Reports, establishing the following criteria for the drafting of recommendations: (1) *actionable and time-bound with clear indication of whom the recommendation is addressed to*, (2) *written in two to three sentences of concise text*, (3) *numbered (no bullet points)* and (4) *no more than twelve*. Also, recommendations must be (5) *presented at the end of the body of the main report, and the concise statement should be* (6) *copied over into the Executive Summary and the Evaluation Summary (that is, the concise statements of recommendations should be verbatim identical in the recommendation section of the main body of the report, the Executive Summary, and the Evaluation Summary)*.

The evaluation summary according to ILO template will also be drafted by the evaluation team leader after the evaluation report has been finalised. The evaluation manager will finalise the evaluation summary.

Management arrangements and time frame

Evaluation management and roles of evaluators and stakeholders:

The evaluation manager is Mr. Matthieu Cognac, Youth Employment Specialist, ILO Regional Office for Asia and the Pacific. He will manage the evaluation and select the independent evaluator for the approval of the regional evaluation officer. . The evaluation manager will also ensure that ILO constituents and all relevant stakeholders are consulted throughout the evaluation process. The project office in Bangkok will handle all contractual arrangements with the evaluator and provide any logistical and other assistance as may be required.

The evaluator reports to the evaluation manager.

Evaluation team: Two international consultants who has no prior involvement in the project will undertake the evaluation and will be responsible for delivering the above evaluation outputs using a combination of methods mentioned above.

The team leader will be experienced evaluator who will be responsible to lead the evaluation as per this TOR and be responsible for delivering the outputs as per TOR.

Specific tasks and requirements of the team leader:-

- Responsible for the overall completion of the Greener Business Asia final project evaluation and all the outputs stated in this TOR
- Prepare and finalize evaluation instruments based on the results of the inception meeting with ILO
- Ensure consultation with ILO Regional Office Bangkok and Country Office teams and other concerned ILO staff
- Conduct the data gathering based on the TOR and set of questionnaires
- Ensure that the activities and outputs are delivered on agreed timelines
- Facilitate and conduct the presentation of the final evaluation findings

The evaluation team member will be an expert who has strong background on environment and climate change. Under the guidance of the team leader, he/she will do the following specific tasks:-

- Desk review of all project documentations,
- Finalization of questionnaire/tools and participation in the interviews in consultation with the team leader
- Undertake field missions; to Phuket and to the Philippines together with the team leader
- Contribution to drafting the final report on the technical aspects of the Green jobs related issues
- assist the team leader in preparation for, and in the stakeholders' workshops
- Contribution to the revision of final report based on comments received from ILO staff, stakeholders and partners;

Selection/Qualifications of Evaluators:

Team leader: an independent international evaluation specialist with degree. He/she should have a proven track record in the evaluation of similar complex projects, experience with country situations similar to that of Thailand and the Philippines. Experience in the field of sustainable enterprises, green jobs, will be an advantage.

Team member: an experienced expert on the issues of environment and climate change. Have a proven record in research. Experience in the field of evaluation and familiar with the country context of Thailand the Philippines will be an advantage.

Stakeholders' role: All stakeholders in Thailand and the Philippines particularly the project teams, ILO CO-Manila, CO-Bangkok, ILO technical unit at HQ, and donor will be consulted and will have opportunities to provide inputs to the TOR and draft evaluation report.

The tasks of the Projects: The project management will provide logistic support to the evaluation and will prepare a more detailed evaluation mission agenda. Also the project needs to ensure that all relevant documentations are up to date and easily accessible by the evaluator.

A work plan and timeframe:

Task	Responsible person	Time frame
Preparation of the TOR –draft1	Evaluation Manager/ project manager	Sept 12
Sharing the TOR with all concerned for comments/inputs	Evaluation Manager	Oct2011
Finalization of the TOR	Evaluation Manager	Oct 2012
Approval of the TOR	EVAL	Oct 2012
Selection of consultant and finalisation	Evaluation Manager	16 Oct 2012
Draft mission itinerary for the evaluator and the list of key stakeholders to be interviewed	Project Manager	24 Oct 2012
Ex-col contract based on the TOR prepared/signed	Project	26 Oct 2012
Brief evaluators on ILO evaluation policy	Evaluation Manager	1 Nov 2012
Evaluation Mission	Evaluators	Nov 2012
Inception report submitted to Evaluation Manager	Evaluators	5 Nov 2012
Stakeholders' meeting (Present preliminary findings during the project-end conference)	Evaluators/ project management	Nov 2012 (details in the mission itinerary)
Drafting of evaluation report and submitting it to the Evaluation Manager	Evaluators	3 Dec 2012 (-draft report submitted)
Sharing the draft report to all concerned for comments	Evaluation Manager	3-14 Dec2012
Consolidated comments on the draft report, send to the evaluator	Evaluation Manager	17 Dec 2012
Finalisation of the report and submission to Evaluation Manager	Evaluator	19 Dec 2012

Task	Responsible person	Time frame
Review of the final report	Evaluation Manager/ROAP	20 Dec 2012
Submission of the final report to EVAL	Evaluation Manager/ROAP	21 Dec 2012
Approval of the final evaluation report	EVAL	Dec2012
Follow up on recommendations	EVAL ILO Director/ ILO Country Directors	January 2012 onwards

The evaluation process will encompass the approximate duration of 1.5 months. The evaluation shall start on October 30, 2012. The workdays for the evaluation consultants are estimated at the total of twenty-two (22) workdays for the team leader; and the total of seventeen (17) workdays for the team member as indicated below: The detailed mission itinerary will be provided by the project team.

Tasks	Working days of Team leader	Working days of Team member
Desk review of documents. Preparation time off-site, and preparation of inception report (2 days)	2 days	2 days
Mission in Thailand (detailed itinerary will be provided by the project) - ROAP (Discussion with project team at ILO Regional Office for Asia and the Pacific including interview relevant ILO Specialists (2 days) - Phuket (to meet with implementation partner and hotels participating in the pilot program The schedule will include visits of the hotel premises. A half-day stakeholders workshop – to present the preliminary findings with key stakeholders in Phuket. (4 days) - Final workshop with national tripartite constituents and debrief ILO staff (1 day)	7 days	7 days
Mission in the Philippines (detailed itinerary to be provided) - Meetings with the Manila CO (1 day) - Meeting with constituents and project partners, Manila (1 day) - Visits of enterprises participating in the pilot program (Laguna, Manila) (2 days) - Stakeholders workshop of preliminary assessment and findings based on the results of the meetings and visits in	5 days	5 days

the Philippines (1 day)		
Report writing: Produce a draft report for submission to the Evaluation Manager who will disseminate it to relevant partners for comments.	7 days	3 days
Draft report is shared with key stakeholders and constituents for comments. (10 working days)	-	-
Finalize the draft report in light of the comments received and prepare the Evaluation Summaries for submission to the Evaluation Manager. (1 day)	1 days	-

Responsible for the revision and submission of final report Resources Required

The following resources are required from the project.

Cost of External International Evaluator (Fee+ travelling expenses)

Cost of local transportation in the field

Cost of Stakeholders workshop

Annex 1: RESULTS FRAMEWORK

Annex 2: ILO Evaluation quality checklist and templates

Annex 2: Evaluation Matrix

Evaluation criteria	Key Questions	Indicator/ Measure	Primary data collection methods
To assess the relevance and strategic fit of the project.	What was ILO's analysis of the needs/problem at the time the project began in 2009?	Quality of contextual analysis	<ul style="list-style-type: none"> - Stakeholder interviews - Analytical desk review
	Are the needs identified at the outset still relevant today?	Quality of contextual analysis	<ul style="list-style-type: none"> - Stakeholder interviews - Analytical desk review
	How did the project fit in with ILO's strategy and mission? How does it fit in today?	Evidence of fit with ILO objectives then and now	<ul style="list-style-type: none"> - Stakeholder interviews - Analytical desk review
	Do the project interventions align with and support relevant national/sectoral priorities, plans and initiatives on relevant issues? (E.g., sustainable development, green jobs, green economy, climate change, etc.)	Evidence of fit with national/sectoral priorities, plans and initiatives	<ul style="list-style-type: none"> - Stakeholder interviews
	Do the project interventions align with and support partner programs and priorities?	Evidence of fit with partner programs and priorities	<ul style="list-style-type: none"> - Stakeholder interviews
	What has the project contributed to ILO's DWCP of Thailand and the Philippines, as well as overall ILO mission?	Quality of actual contribution to organizational objectives	<ul style="list-style-type: none"> - Stakeholder interviews - Analytical desk review
To assess the validity of the project design (to what extent the design is logical and coherent).	Is the logic model coherent? Are the main interventions appropriate and effective to achieve the planned objectives?	Quality of logic	<ul style="list-style-type: none"> - Stakeholder interviews - Analytical desk review
	How and to what extent have stakeholders (particularly ILO constituents) been involved in project design and implementation?	Evidence of consistent and quality participation	<ul style="list-style-type: none"> - Stakeholder interviews
	Given the resources invested is it practical to envisage the project achieving all its targets and goals?	Evidence of balance of inputs with expected outputs/outcomes	<ul style="list-style-type: none"> - Stakeholder interviews - Analytical desk review
	How does implementation of the model contribute toward reaching project outcomes?	Evidence of contribution	<ul style="list-style-type: none"> - Stakeholder interviews
	Is gender adequately mainstreamed in	Evidence of	<ul style="list-style-type: none"> - Stakeholder

	the project logic/project document and activities?	gender equity and mainstreaming	interviews - Analytical desk review
To assess project progress and effectiveness (and gender equality and promotion) in delivering its outputs and achieving its outcomes.	To what extent has the project's objectives been achieved? Were the midterm evaluation recommendations implemented? Why or why not?	Evidence of achievement	- Stakeholder interviews - Observation
	Were the performance indicators for the project met? And were they logical and viable means for measurement?	Quality of logic in approach to measurement	- Analytical desk review
	What have been the major constraints in project implementation?	Evidence of constraints	- Stakeholder interviews
	What are some of the most successful outcomes of the project?	Evidence of successful outcomes	- Stakeholder interviews
	Has gender equality been adequately promoted by the project in achieving its outcomes?	Evidence of gender mainstreaming	- Stakeholder interviews - Analytical desk review
	Has implementation of the model produced the expected lessons learned and good practices?	Evidence and quality of outcomes of the model, and extent to which new learning has been realized	- Stakeholder interviews
	What approaches were used in facilitating new learning and new knowledge around the model's application? Were they effective approaches resulting in effective dissemination understood by constituents? What evidence does the project have of this?	Evidence appropriate approach, generation of expected outputs leading to desired outcomes	- Stakeholder interviews - Analytical desk review
To assess the cost effectiveness and efficiency of resource use (human and financial) in achieving its outputs and outcomes.	To what extent has the project collaborated with other organizations, including UN agencies, to use best knowledge available?	Evidence of contact	- Stakeholder interviews
	Have resources (funds, human resources, time, expertise, etc) been allocated strategically to achieve outcomes?	Evidence of resources strategically invested	- Stakeholder interviews - Analytical desk review
	Have resources been used efficiently?	Evidence of efficient use of resources	- Stakeholder interviews - Analytical desk review
To assess the effectiveness of	Are management capacities and arrangements adequate and do they facilitate good results and efficient	Evidence of clear understanding and appreciation	- Stakeholder interviews

management arrangements (including monitoring and evaluation) of the project.	delivery? Is there a clear understanding of the roles and responsibilities by all parties involved?	for management structure	
	Does the project receive adequate political, technical and administrative support from its national partners? Do implementing partners provide for effective project implementation?	Evidence of support provided and effective participation	- Stakeholder interviews
	How effectively did the project management and ILO monitor project performance and results?	Evidence of viable M&E approach in place and applied	- Stakeholder interviews - Analytical desk review
	Is data collected regularly analyzed and fed into management decisions?	Evidence of change of course due to data collection and analysis	- Stakeholder interviews
	Have available gender mainstreaming tools/approaches been adapted and utilized?	Evidence of an approach to addressing gender employed in a meaningful way	- Stakeholder interviews - Analytical desk review
	Has the project made strategic use of other ILO projects, products and initiatives to increase its effectiveness and impact?	Evidence of strategic use in contributing toward increased effectiveness	- Stakeholder interviews
To assess the sustainability of the project beyond the support of ILO.	What are the emerging impacts of the project and the changes that can be linked to the project's interventions? How has the project's approach to knowledge management contributed toward it?	Evidence of achievement of outcomes and possibility for sustainability	- Stakeholder interviews - Observation
	Are national and local partners likely to continue with the project or carry forward its results? Has capacity at the individual and institutional level been effectively built to facilitate sustained implementation?	Evidence of increased levels of capacity and ownership	- Stakeholder interviews - Analytical desk review
	Are project results, achievement and benefits likely to lead to the desired impact of capacity of ILO tripartite partners to effectively contribute to the debate on climate change from a workplace/worker perspective? Are results anchored in national institutions and can the partners maintain them financially at the end of the project?	Evidence of institutional buy-in	- Stakeholder interviews - Observation
	Are the means of action gradually being	Evidence of	- Stakeholder

	handed over to national partners?	sufficient capacity and buy-in	interviews - Analytical desk review
	Can the project approach or results be replicated or scaled up by national partners or other actors? What would support their replication and scaling up?	Evidence of the ability to replicate and scale up project results	- Stakeholder interviews - Analytical desk review

Annex 3: Questionnaires developed for semi-structured interviews at the enterprise level

The following two sets of questionnaires used at the enterprise level are shared below. They formed the basis of discussion with both General Managers of enterprises visited and focus group discussion with the Green Teams.

General Managers – Thailand and Philippine enterprises

1. Role in project, level of involvement, since when?
2. To what extent does the project fit with your agenda/priorities in overall management of the hotel?
3. What kinds of inputs/support/resources from the GBA project have you received? Eg, training, onsite visits/follow-up, funds, etc. And who has the support been provided by? Which was of greatest value?
4. Are you aware of the website of resources for employers (especially green businesses), created by the Employer’s Confederation of Thailand/Philippines? Have you visited the site? Is it of value, and have you gone back to it many times?
5. What is your staff turn-over rate? Do you have the same number of staff on board during low season as in high season? Has this impacted your Green Team activities?
6. Were your buyer factories stipulating any conditions on your factory’s efforts to green your business (Philippines)? Did they know/care about your participation in the GBA project?
7. Were there any challenges to adopting the worker-employer cooperation model in your hotel?
8. What have you achieved/what has changed though applying the model? Have you observed any other outcomes/achievements through applying the GBA model that you did not expect? (any changes on social issues, greater awareness about health, etc)
9. Has the GBA model worked in terms of motivating managers and workers to adopt behavior change? How does it compare to other approaches you’re aware of and/or have used before?
10. If the GBA project were to end tomorrow and did not provide any further support, would you want to and be able to continue to carry out the GBA activities in your hotel?

Green Team – Thailand and Philippines

1. Introductions – names, position at hotel, and how long been on the Green Team? Total number of members? Female/male and worker/manager?
2. What is your role as the Green Team? What do you do? How do you work?
 - a. how often they meet
 - b. who leads/chairs the team meetings
 - c. how do they identify areas to work on
 - d. how they identify solutions
 - e. how they implement ideas (how Green Team relates to rest of hotel)

staff)

- f. how follow-up, and determine whether it's successful for the hotel
3. Tell us about your successes? What have you achieved at your hotel?
4. Tell us about some of your challenges? What has not worked so well?
5. Do you think this is a good model for addressing sustainable/greening of your hotel?
6. What other changes have happened in your hotel as a result of implementing the model? What was it like before as compared to now?
7. Of all the GBA inputs – training, onsite visits, the worker-management problem-solving model – which was of greatest value?

Annex 4: List of persons interviewed

Persons consulted	Organization	Date	Location
Camilla Roman Program Coordinator	ILO Regional Office for Asia and Pacific (ROAP)	7 Nov. 2012	Bangkok
Vincent Jugault Senior specialist in Environment and Decent Work	ILO ROAP	7 Nov. 2012	Bangkok
Ivanka Mamic CSR Specialist	ILO ROAP	7 Nov. 2012	Bangkok
Tang Miaw Tiang Senior Specialist on Employers' Activities	ILO ROAP	7 Nov. 2012	Bangkok
Pong-Sul Ahn Senior Specialist on Workers' Activities	ILO ROAP	7 Nov. 2012	Bangkok
Johan Arvling Senior Programme Officer Knowledge Management	ILO ROAP	7 Nov. 2012	Bangkok
Shinichi Ozawa Chief Technical Advisor, ILO- Japan Program	ILO ROAP	7 Nov. 2012	Bangkok
Thawatchai Pholchareen General Secretary	National Congress Private Industry of Employees (NCPE)	16 Nov. 2012	Bangkok
Somjate Srirabai Faculty of Hospitality and Tourism	Prince Songkhla University	12 Nov 2012	Phuket
Piyanart Apithambundit Faculty of Hospitality and Tourism	Prince Songkhla University	12 Nov 2012	Phuket
Nattaya Chitchonthan Group Director of Sales & Marketing	Malisa Villa and Suites	13 Nov. 2012	Phuket
6 members of Green team	Malisa Villa and Suites	13 Nov. 2012	Phuket
Supit	Club Med	13 Nov. 2012	Phuket
3 members of Green team	Club Med	13 Nov. 2012	Phuket
General Manager	Royal Yacht Club	14 Nov. 2012	Phuket
3 members of Green team	Royal Yacht Club	14 Nov. 2012	Phuket
Amnat Jittavikul General Manager	Karon Beach Resort	14 Nov. 2012	Phuket
5 members of Green team	Karon Beach Resort	14 Nov. 2012	Phuket
Vivhai Klinpikul	Kata Palm Resort &	15 Nov. 2012	Phuket

Resident Manager	Spa		
11 participants representing 8 hotels + 2 PSU managers	Stakeholder Meeting	15 Nov. 2012	Phuket
Tawatchai Pholcharoen Director of Coordination	National Congress of Private Industrial of Employees	16 Nov. 2012	Bangkok
Kornchai Kaewmaharwng Director of Special Project	Employers Confederation of Thailand (ECOT)	16 Nov. 2012	Bangkok
Ukrism Kanchanaketu Acting Executive Director	ECOT	16 Nov. 2012	Bangkok
Siriwan Rowchatthong Secretary-General	ECOT	16 Nov. 2012	On telephone
Jeff Johnson Country Director	ILO Country Office for the Philippines	19 Nov. 2012	Manila
Ghette Pascual Project Manager	ILO Country Office for the Philippines	19 Nov. 2012	Manila
Charles Bodwell Enterprise Specialist	ILO ROAP	19 Nov. 2012	Manila
Ma Concepcion Sardana Senior Programme Officer	ILO Country Office for the Philippines	19 Nov. 2012	Manila
Jose Roland Maya Deputy Director	Employers Confederation of Philippines (ECOP)	19 Nov. 2012	Manila
Renato Almeda Vice-President	YTM Component Inc.	20 Nov. 2012	Laguna
Arnold Catuira Assistant factory head	Yazaki- Torres	20 Nov. 2012	Laguna
3 members of Green team	Yazaki- Torres	20 Nov. 2012	Laguna
Cristina Donaire Manager, Finance and Administration	AGC Automotive Philippines, Inc.	20 Nov. 2012	Laguna
2 members of Green team	AGC Automotive Philippines, Inc.	20 Nov. 2012	Laguna
Rene Sangalang General Manager	TRI-R Allied Industries, Inc.	21 Nov. 2012	Cavite
2 members of Green team	TRI-R Allied Industries, Inc.	21 Nov. 2012	Cavite
5 members of Green team	TRP	21 Nov. 2012	Laguna
Esther Guirao Deputy Executive Director	National Wages and Productivity Commission (NWPC)	21 Nov. 2012	Manila
4 staff	NWPC	21 Nov. 2012	Manila
Masami Hirata First Secretary	Embassy of Japan	22 Nov. 2012	Manila
Angelica Celicious President	Delta Tierra Consultants, Inc.	22 Nov. 2012	Manila

Gina Mendoza Senior Technical Consultant	Delta Tierra Consultants, Inc.	22 Nov. 2012	Manila
Charlotte Calong Senior Technical Consultant	Delta Tierra Consultants, Inc.	22 Nov. 2012	Manila
Bonar Laureto Executive Director	Philippine Business for the Environment	22 Nov. 2012	Manila
Approximately 20 participants representing 5 enterprises, PBE, and ILO	Stakeholder meeting	22 Nov. 2012	Manila
Jose "Joe" D. Cayobit, National Treasurer	Federation of Free Workers	23 Nov. 2012	Manila
Jittima Srisuknam, Senior Program Manager	ILO Thailand Country Office	4 Dec 2012	Bangkok
Christine Nathan, Senior Worker's Technical Specialist	ILO ROAP	4 Dec 2012	Bangkok

Annex 5: References cited

Salire, Salvador M., Jr. 'Energy Demand Situation and Outlook in the Philippines: 2005-2014', a paper presented at the 10th National Convention on Statistics (NSC), EDSA Shangri-La Hotel, October 1-2, 2007.

<http://www.nscb.gov.ph/ncs/10thNCS/papers/contributed%20papers/cps-11/cps11-01.pdf>

FSG site defining Shared Value.

<http://www.fsg.org/OurApproach/WhatIsSharedValue.aspx>

Annex 6: Assessment of benefits achieved per hotel on the basis of desk review and interviews with management at each hotel

Enterprise	Size and type of establishment	Environmental performance	Social improvement (for employees)	Economic profits (for business)
Malisa Villa and Suites	Small independent, newly established	Team work (GM-staff and among staff) made collective action possible, resulting in significant improvement on energy saving and waste management	Green joint teams, occupational health and safety committee Improved communication between employees and GM helped the management assess employees' potentials and use the assessment for human resource management. Workplace safety was enhanced as a result of improved chemical handling.	Cost reduction by energy saving efforts and reusing resources (eg, soap, bed linen). Reclaimed workplace increased efficiency, and 'green' image was used to attract more guests. Motivated employees bring enthusiasm to workplace, leading to higher productivity. "I used to come here to work only; now I come to work, learn and take action." (staff member promoted to assistant manager)
Club Med	Large international chain	While overall policy was guided by the chain's mother company, the GM decided to join GBA and Green Team (consisting of managers and employees) was revitalized, making progress in waste management and	The hotel had already formed worker-management working teams prior to GBA. Staff-management meetings were held on a monthly basis as reported by HR Head. Revived OSH committee.	Effective Micro-organism (EM) produced from organic waste was used as fertilizer for gardening, representing a significant savings compared to purchasing of chemical fertilizer.

		energy saving.		
The Royal Phuket Yacht Club	Medium size, local ownership, relatively old	With strong support of GM, the hotel made significant energy saving which was achieved through a simple technical idea (including timers,) inspired by GBA training.	Green joint Team, Confidence was built up among members of Green Committee to communicate with GM, as they are able to present concrete progress made by GBA to GM. Improved waste management brought hygienic workplace.	Due to the significant scale of energy reduction with low cost investment, payback period of initial investment was less than 6 months.
Karon Beach Resort and Spa	Medium sized, local hotel managed as part of a group, relatively old building that was refurbished	Open communication motivated staff to proactively bring new ideas for further environmental improvement at the hotel. One significant case is that an idea of using more attractive way to catch guest attention to reusing bed linen resulted in more guest participation in hotel's environmental activities.	HR documentations and internal communication mechanism between the management team and staff were streamlined, resulting in more open communication between managers and staff and more involvement of staff in decision-making. Joint Green team, revived Occupational Health and Safety Committee, Workspace organization improvements	The increased sense that managers took up their opinions brought employees' loyalty, which would have positive impacts on productivity at the hotel.