



Evaluation Summary



International
Labour
Office

Evaluation Unit

Green Jobs in Asia – Mid Term Evaluation

Quick Facts

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

Mode of Evaluation: *mid-term*

Technical Area: *Decent work and environment*

Evaluation Management: *Vincent Jugault*

Evaluation Team: *Peter Bille Larsen*

Project Start: *August, 2010*

Project End: *June, 2012*

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

Donor: *Australia (AUS\$ 3,000,000)*

Key Words: *green jobs, decent work, environment, sustainability*

Background & Context

This Green Jobs in Asia (GJA) project is funded by the AusAID under the Australian Government-ILO Partnership Agreement 2010-2015 (the Partnership Agreement). Executed by the ILO ROAP, it seeks to deepen ILO constituents understanding and commitments for the promotion of gender sensitive green jobs opportunities and a just transition for workers and employers towards a low-carbon, climate resilient, environmentally friendly development. The project is being implemented in Bangladesh, Indonesia, Nepal, Philippines and Sri Lanka from August 2010 to June 2012. The project combines knowledge generation, capacity development, policy reform and sector-specific interventions in four out five countries. In Bangladesh this involves green

jobs creation in the renewable energy sector with focus on solar home systems technicians. In the Philippines it is focused on sustainable building materials, the social housing sector and green jobs in resettlement areas. In Indonesia, focus is on the tourism with a field focus on ecotourism and homestays. In Sri Lanka, efforts target waste management and occupational safety and health promotion in both the formal and informal sectors. In Nepal, emphasis was on setting up a Tripartite Task Force, training and research.

Development Objective:

To deepen ILO constituents understanding and commitment for the promotion of gender sensitive green jobs opportunities and a just transition for workers and employers towards a low-carbon, climate resilient, environmentally friendly development in participating countries.

Immediate Objectives:

1. Promote the capacity of ILO constituents to engage in dialogue on green jobs through increased access to reliable sources of data and information on green jobs and training, including on the employment impacts of environment-related policies and good practices on green jobs;
2. Green jobs mainstreamed in national labour and social policy of participating countries;
3. Strengthened framework for green jobs employment promotion in specific sectors in four countries.

Purpose, scope and clients of the evaluation

The overall purpose of the mid-term evaluation was to review the project strategy and implementation against the likelihood of achieving project results and to make recommendations. Beyond questions related to effectiveness, however, it also included a series of questions related to relevance, design, management, impacts and sustainability.

Methodology of evaluation

The ToR identified main evaluation criteria and evaluation questions, largely following ILO evaluation standards. Methods used included document reviews, focus group discussions, in-depth interviews and a web-survey. Where possible, interviews were undertaken with both men and women as part of the evaluation process. Stakeholder participation in the evaluation process was overall satisfactory, although time constraints did not allow for optimal coverage.

For any further evaluations it is recommended that an evaluation team is put together combining international and national consultants to allow for more in-depth assessments. Overall, evaluation norms and standards were sought adhered to in terms of ethics and independence.

Main Findings & Conclusions

The project is overall considered successful in “trail-blazing” the Green Jobs agenda at both regional and national levels, yet also requires a longer timeframe to make effective use of windows of opportunity in terms of country ownership and capacity, green jobs creation and policy mainstreaming.

Relevance and strategic fit

The project objectives respond to critical needs and challenges at both regional and country levels.

Validity of design

Changing perceptions and conditions justify the need for a strategic reorientation and

fine-tuning of the project and its intervention strategy at both regional and country levels. While the three-pronged approach of capacity, policy and sectoral interventions is considered valid, underlying assumptions about timing, the relative weight of components and the internal coherence of the intervention logic and assumptions about the sequence of activities need to be revisited.

There is a specific need to better tailor design and planning to country-specific needs and readjust the nature and relative importance of different components. There is a need to consolidate more technical and human resources in the country projects given the level of ambition and the complexity of working this new policy area in order to make effective progress on project objectives and concentrate resources for upscaling within key sectors. Working in 4 different sectors across the region offers good potential for diversified learning, yet also harbours the risk of diluting technical focus and the potential for comparison and exchange between countries. The scope of the sector approaches in the 1st phase remained relatively narrow and there is a need to identify and implement scaling-up opportunities and specific outcome indicators in follow-up work.

Project progress and effectiveness

Upon a slow start, the project is demonstrating hands-on progress in taking up Green Jobs challenges at the country level combining capacity building, policy dialogue and sector-specific interventions in a new policy area. The project has been somewhat delayed in terms of overall implementation, yet the intensity of activities increased sharply by mid-2011 and major outputs are expected to be delivered in time. Given the stage of implementation and the in hindsight unrealistic time frame, transformation of outputs into sustainable outcomes and adequately achieving immediate objectives in

terms of expected change would benefit substantially from a lengthier time frame. Immediate objective 1 concerning increased capacity and access of ILO constituents and national partners to a reliable source of data and information on green jobs is yet to be achieved fully and in a systematic manner, although progress is being made.

While progress is being made in terms of capacity building of constituents and information access, this is yet to be consolidated at a level where green jobs dialogues are fully independent from project or where a systematic approach for Green Jobs country assistance programs has been consolidated. The project has, in some cases, triggered policy wording and development on green jobs through not only social and labour policies, but equally wider environment and development policies. Participating countries are only having preliminary policy discussions and yet to have developed policy elements, for shifting to a job-centred and gender sensitive green economy. While demonstration projects are widely supported, there is a need for more specifically articulating what is to be demonstrated, when, for whom and how. There is a need to gather outcome data systematically and critically draw lessons learned about the relative importance of pilot projects.

Adequacy and efficiency of resource use

Working in 5 countries in a new policy area has limited the levels of financial resources available for sector-wide demonstration approaches.

There is a need to increase human, technical and financial resources at the country level in order to allow for the scaling-up and consolidation of project results. This may build on on-going efforts to tap into local and regional partnerships and resources.

Effectiveness of management arrangements

The relative lean management structure and broad range of activities of the project involve high reliance on technical advisory support services. Growing interest in Green Jobs, while a success factor, also carries the risk of diverting attention away from core objectives. There is a need to free up national coordination time and devolve management responsibilities in a more decentralized implementation structure. There is a need to strengthen country level monitoring and reporting including the communication of project outputs, results and material in national languages.

There is an urgent need to complement current “delivery pressure” and communicate clarified follow-up arrangements to the current phase both internally and externally. Current M&E system is mainly expenditure and output oriented, and is in need of strengthening in terms of project outcomes and regional level activities. There is considerable potential in terms of operationalizing country ownership combining traditional management roles (advisory committees and task force membership) with complementary implementation roles in the 2nd phase.

Impact orientation and sustainability

Country projects are starting to show impact in terms of raising central level constituent awareness and spearheading national debates in relation to green jobs, yet more needs to be done in terms of wider membership. As the project is building up green jobs potential by achieving buy-in and broader awareness about national action scenarios, there is a need to consolidate what specifically can be achieved at both regional and country levels in the immediate term and long-term with other actors. There is a need to further articulate the strategic contribution of the project and the ILO offices in relation to wider climate change mitigation and adaptation.

goals and strategies building on initial achievements.

As the current phase is ending, there is a major risk that gains made at both institutional, policy and technical partnership levels will rapidly be lost if ILO with the support of donor partners does not consolidate and sustain support in the medium term.

Recommendations

1. The ILO and the Australian government are highly recommended to continue with a 2nd phase of the Green Jobs in Asia Project along with certain adjustments.
2. The project in the short term should use the evaluation to take stock and conduct a strategic planning and prioritization exercise at both regional and country levels in order to adjust objectives, outputs and secure balanced budgets.
3. The project should use the strategizing space in the short-term to rework project documentation including the development of a consolidated set of outcome indicators at both regional and country levels for a possible 2nd phase.
4. A further 3.5 year time frame is recommended with a substantial increase of funding for five countries or alternatively the similar funding level is retained, yet with a reduced number of countries. If countries are phased out, sufficient time and resources for adequate phasing out is recommended
5. That the constituents strategize about the selection of sectors and how to scale-up and address sector-wide Green Job opportunities and challenges in a prioritized manner.
6. The project and constituents should strengthen the translation of existing knowledge about GJ challenges and opportunities per country and sector into synthetic analysis, training elements and

building blocks about the specific and tangible challenges found in the respective countries.

7. The project revisits its policy intervention model and includes broader development and environment policies (notably climate change related) in its objective focus, while more facilitating the strategic identification of specific policy targets at both national and sector levels.

8. As scaling up and replication is pursued, it is recommended to complement with additional measures to consolidate a multi-pronged green jobs approach for the specific subsector.

9. The project strengthens and concentrates human technical resources at the country level.

10. Explore possibilities for strengthening country-level technical capacity whether through strengthened country teams, secondments or partnerships.

11. Country projects should have more clear-cut country management responsibilities and develop yearly implementation plans with attached budgets to be agreed upon with ROAP. Regional coordination should focus on technical back-stopping and regional activities.

12. Country projects should invest more time and energy in making key outputs, reports and material available for dissemination in national languages

13. Given the high level of innovation and learning attention attached to the project, it is recommended that monitoring system at regional and country level of a concise set of outcome indicators is put in place for each of the immediate objectives as well as the development objective

14. ILO and the Australian government are recommended to rapidly agree upon a roadmap to explore follow-up possibilities to stabilize management arrangements, while putting in place sustainability plans.