



UNITED NATIONS ENVIRONMENT PROGRAMME

**Terminal Evaluation of the
UNEP-Sustainlabour Project on
Strengthening Trade Union Participation in
International Environmental Processes**

By

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ACRONYMS AND ABBREVIATIONS

BSP	Bali Strategic Plan
COPs	Conference of Parties
CSD	Commission on Sustainable Development
DCPI	Division of Communication and Public Information
DELCC	Division of Environmental Law and Conventions
DEPI	Division of Environmental Policy Implementation
DEWA	Division of Early Warning and Assessment
DTIE	Division of Technology, Industry and Economics
DRC	Division of Regional Cooperation of UNEP OF UNEP
DTIE	Division of Technology, Industry and Economics
EO	UNEP Evaluation Office
GCGMEF	Governing Council/Global Ministerial Environment Forum
GE	Green Economy
GEBs	Global Environmental Benefits
HIV/AIDS	Human Immuno-deficiency Virus/ Acquired Immune Deficiency Syndrome
IEG	International Environmental Governance
ICCM	International Conference on Chemicals Management
ILO	International Labour Organisation
ITUC	International Trade Union Confederation
MTS	Medium Term Strategy
M&E	Monitoring and Evaluation
MEA	Millennium Ecosystem Assessment
NGOs	Non-Governmental Organization
OECD	Organisation for Economic Cooperation and Development

OVI	Objectively Verifiable Indicators
PERC	Pan-African Regional Council
PoW	Programme of Work
ROtI	Review of Outcomes to Impacts
SMART	Specific, Measurable, Accurate, Realistic and Timeliness
SSA	Special Service Agreement
ToC	Table of Content
TOR	Terms of Reference
TUCA	Trade Union Confederation of the Americas
TUAC	Trade Union Advisory Committee
UN	United Nations
UNEP	United Nations Environment Programme
UNEP-MTS	UNEP Medium Term Strategy
UNFCCC	UN Framework Convention on Climate Change
UOCRA	Unión obrera de la construcción de la República Argentina (Construction Workers of Argentina Union)
USD	United States Dollar
WHO	World Health Organisation
WILL	Workers' Initiatives for a Lasting Legacy
WSSD	World Summit on Sustainable Development

PROJECT DETAILS

Project ID Number: SF/2000-07-01 (IMIS ID 2A61)

Geographical SCoPe: Africa, Asia and the Pacific, Latin America and the Caribbean

Start Date: April 2007

Completion Date: June 2010

Executing Agency: Sustainlabour, in collaboration with the International Trade Union Confederation (ITUC), the Trade Union Advisory Committee (TUAC) to the OECD and their Affiliates

Implementing Agency: United Nations Environmental Programme and Sustainlabour

EXECUTIVE SUMMARY

A. Introduction

1. The project “Strengthening trade union participation in international environmental processes” was designed to address the gap in representation of workers and trade unions¹ in international environmental processes at UNEP, MEAs, and other UN constituencies. The project targeted workers and trade unions due to their ability to facilitate debate around the social aspects of sustainable development while at the same time contributing to the debate on economic and environmental dimensions. The project focused broadly on capacity building, adaptation of selected case studies and awareness-raising.
2. The project aimed to contribute towards improving environmental and sustainable development policies by leveraging the views, practical experiences and commitment of workers and trade unions. The goal was to provide grounds for multi-stakeholder dialogue and lay the foundations for a conceptual framework on the inter-linkages between labour and environment. The project also aimed at contributing to improve the gender imbalance in representation at decision making levels of the trade unions, and further, though a long term goal, to assist in poverty reduction through a rights-based approach to ecosystem services.
3. The specific objectives of the project were to:
 - increase participation of workers and trade unions in international environmental processes;
 - increase workers and trade unions’ capacities to replicate/adapt case studies on environmental issues in their workplaces and communities, and;
 - increased-awareness of the environmental issues among workers and trade unions and how they can potentially affect their workplaces and worklife.

The project was implemented in four regions: Africa, Asia Pacific, Eastern Europe and Latin America and the Caribbean.

4. The project was compatible with the subprogrammes of UNEP and accomplished expected outputs spelt out in the Biennium 2006-2007 of achieving “*Improved engagement of major groups in the development and implementation of environmental policy and law*” under Sub-programme 5. It also achieved the expected accomplishments under biennium 2008-2009, Subprogramme 5 on regional cooperation and representation that is on “*Process of policy deliberations and consensus-building globally and in the regions facilitated and supported*” and

¹ Workers and trade unions are one of the nine major groups of civil society as per the Agenda 21.

Subprogramme 4 of biennium 2010-2011 on environmental governance which had one of its expected accomplishment as *‘the capacity of states to implement their environmental obligations and achieve their environmental priority goals, targets and objectives through strengthened laws and institutions is enhanced’*.

5. The project aimed to achieve the following three outputs:
 - i) Increased participation of workers and trade unions in international environmental meetings (e.g. the UNEP Governing Council and associated meetings, the environmental conventions, etc.), including elaboration of position papers, statements, organization of side events, round tables, for enhanced partnerships between workers and trade unions and UN agencies.
 - ii) Case studies replicated/adapted in the workplace and in communities in Africa, Asia and the Pacific, Latin America and the Caribbean.
 - iii) Information and outreach material available in three languages (French-English-Spanish) on Labour and the Environment.
6. Based on the above background, the purpose of this terminal evaluation for the project “Strengthening Trade Union Participation in International Environmental Processes” are (i) to provide evidence of results to meet accountability requirements and (ii) to promote learning, feedback, and knowledge-sharing through results and lessons learnt among Sustainlabour, trade unions, UNEP and their partners.
7. Participatory methods were employed in data gathering for the purpose of the evaluation. This was preceded by review of related project documents, including policies, resolutions, project narrative and financial reports, UNEP Programme of Work (PoW), UNEP Medium Term Strategy (MTS), UNEP Review of Outcomes to Impacts Practitioners Handbook (ROtI) and websites. There were country visits to Spain, Kenya and Togo for face-to-face interviews with project implementing and executing agencies and partners. There were also telephone interviews with trade union representatives who benefited from the project.

B. Findings and Conclusions: Attainment of Results

The project has been one of the major contributions to the implementation of the resolutions adopted at the 2006 trade unions assembly held in Nairobi, Kenya (refer to Annex 16). The project succeeded in creating a large global network with an extensive capacity for disseminating information, and provided grounds for multi-stakeholder dialogue, laid the foundations for a conceptual framework on the inter-linkages between labour and the environment, and for building partnerships and synergies to better address environmental challenges.

8. The project has strengthened trade union participation in the United Nations system. One key example that can be cited is the participation of trade unions in the conferences of parties (CoPs) of the UNFCCC. The project facilitated the implementation of activities at the UNFCCC CoPs such as training events, awareness-raising initiatives, participation in international events, data collection and the elaboration of materials on a number of topics including sustainable development, green economy, green and decent jobs. In 2009, for instance, the participation of trade unions and workers in the conference of party (CoP-15) of the UNFCCC unprecedentedly increased to over 400 compared to 64 representatives who participated in the 2007 conference when the project had just been launched, and to that of 2001 when only 9 trade union representatives participated in the conference. Through this participation trade unions gained credibility, recognition and contributed in a constructive manner to a global multilateral environmental process, using the platform created at various environmental conventions.
9. A total of 202 trade union organizations from 76 countries were involved in the project activities as participants, trainers, trainees and beneficiaries of awareness raising and outreach events of the project. The project facilitated and enhanced the participation of trade unions from developing countries in 25 of the international events. There were also a number of on-demand training events such as Food Security and Climate Change workshops in Africa, and the sub-regional chemical management seminars in Africa. During the first sub-regional conference on labour and environment held in 2008 for the Asia-Pacific region, workers and trade union representatives showed interest in how to integrate environmental issues in trade union agenda. They gained better understanding of the causes and effects of climate change and expressed the interest of working on chemical risks and occupational health.
10. The project reached out to other actors who supported the agenda of the trade unions and participated in some of the international events. International organizations, national governments, academia and civil society organisations lent support to the work of the trade unions. There was a vocational training for construction workers in renewable energy systems installation and maintenance in Peru in 2009 where academia was very much involved. This was one of the case studies meant to build on previous experience of UOCRA Foundation in Argentina.
11. As a result of this project workers and trade unions have developed strategies for dealing with current challenges in unsustainable models of production and consumption and have provided tools for addressing some of these challenges. Further, the project has strengthened workers and trade unions' ability that was created to make more informed decisions, and to relate labour-environment nexus to social equity and decent jobs.
12. Workers and trade unions as a result of the project have produced and submitted 76 documents presented at various levels from working groups to high levels meetings/conferences/summits and environmental conventions, including that of

international agencies such as the CoPs and national governments. The submissions include interventions, negotiation briefs, statements, resolutions, discussions papers, etc. at various platforms and from different levels on a wide range of issues including climate change negotiations, environmental governance, just transition and green economy. Prior to CoP 15 in 2009, for example, one of the trade union bodies in Brazil presented to the government a jointly-signed document calling for support of the demands of the international trade union movement, which included the Just Transition, and declared their approval of the government's proposal for a 45% reduction of emissions in Annex 1 countries while stressing the need for Brazil to commit to reducing its own emissions. The document also addressed other issues of concern contained in the Climate Change National Plan. The resolutions of trade unions adopted at their last Congress in 2010, for example, also have stronger environment focus. As a result of this increased level of participation of workers and trade unions in international events.

13. As a result of the increased level of participation in international events such as the CoPs and ICCM2, workers and trade unions have increasingly been receiving invitations from governments to participate in other follow up activities/meetings on environmental issues and to make their contributions. The project has therefore promoted the recognition of workers and trade unions in major international events and their substantive inputs on issues related to GE, green and decent jobs, etc.
14. A number of case studies were reviewed and four were selected from the shortlist for adaptation based on defined criteria that met the objectives of the project. Some research work was also undertaken in relation to green jobs and women workers. The draft report of this study was launched at the first ITUC World Women's Conference held in October 2009 which brought together 450 participants from 102 countries. The report, '*Decent work – Decent Life for Women: Trade Unions Taking the Lead for Economic and Social Justice and Equality*', was produced in three UN languages (Spanish, French and English) and over 730 copies have since been distributed. The above mentioned report on GE and Women was a first attempt to look more broadly into gender issues.
15. The project included as many women as possible in training of trainers, workshops and other events as a way of promoting female representation at the decision making level in trade union bodies. The nomination of a woman as Secretary General of the ITUC on 25 June 2010 is a sound signal of the willingness of trade unions to improve gender balance in decision-making. The above notwithstanding, a lot more needs to be done to increase women's representation on trade union bodies and in decision making processes.
16. Several managerial problems were noted which may have affected negatively the implementation of the project. There was lack of guidance from the Project Steering Committee, which was never formally established in the first place. There was also the weak monitoring and evaluation (M&E) of the project partly due to the absence of an

M&E plan. The structures for doing M&E were mapped out in the project document but little was done to develop a systematic M&E plan for the project. At the commencement of the project, there were no clear roles and responsibilities for implementing and executing agencies. This created very strong views among the two organisations at the initial stages, although with time and through a learning process, they both found their bearings. Being the first project of this kind, clearer roles and responsibilities would have facilitated a more effective project implementation.

17. WHO, one of the project partners, was not active in the implementation of the project contrary to what was stated in the project document. The three boards put in place to provide strategic direction for the achievement of the three outputs did not function during the project lifespan.
18. The project has created a huge knowledge base on climate change and chemicals management among workers and trade unions, which prior to this project did not exist. Consequently, the trade union movement globally has assumed the climate change and chemicals management agenda as part of its working agenda. This huge knowledge base was noted and mentioned in the evaluation report prepared after the first Asia Pacific regional conference in 2008 as one of the benefits of the conference.
19. The project created opportunities for new methodologies to be adopted in dealing with training for workers and trade unions from all over the world with knowledge at different levels and dealing with various issues all around environment. These methodologies made it possible for learning and sharing to take place among the stakeholders.
20. Being the first of its kind and therefore unique, the project served as capacity building for both the implementing and executing agencies. This unique learning opportunity was also extended to the regional trade union bodies. There were enhanced synergies among the trade union bodies for undertaking further work on environmental issues at all levels.
21. The project also had multiplier effects, bringing on board non-trade union members such as academia, governments and NGOs who were interested in the same agenda.

C. Lessons

22. Much as roles and responsibilities between the implementing and executing agencies were clear in the project document, in practice however, these appeared unclear, confusing and created coordination challenges due to a number of factors which include communication challenges (Spanish and English), the first time for both the implementing agency (UNEP) and the executing agency (Sustainlabour) to undertake such a project of a global nature and therefore required some learning on the job initially, human resource constraints, etc. (see paragraphs 96, 97 and 161). These initial uncertainties did not make the initial arrangements that were put in place take

off smoothly. It is recommended that in designing a similar project again, the roles and responsibilities for Project Task Manager and all others concerned with implementation and supervision should be discussed, negotiated and agreed upon by all parties prior to the commencement of the project implementation.

23. There is evidence of increased interest among trade unions to produce policies, position papers and resolutions towards moving the agenda on sustainable development and the environment forward. They have carried out a number of capacity building activities among their constituencies at national country levels (see paragraphs 51, 52, 54, 76, 78 and 79). The project has therefore demonstrated that the trade unions have the zeal to sustain the gains of this project but provided national countries support it financially to ensure sustainability.
24. Being the first joint-project of this kind and magnitude, and of a global nature between a civil society organization and UNEP made the project challenging initially for the two organizations. It was also the first time ever that Sustainlabour have had all the objectives of their organization being incorporated in one single project and therefore needed more supervision and direction but could not get enough of that initially from the project (see paragraph 200 and 202). Implementation of the project was therefore a major learning process for Sustainlabour as a civil society organization. It had for the first time the opportunity to go through a UNEP project implementation process - from the initial project design stage right through implementation. Thus, the project has strengthened capacity of the executing civil society organization (Sustainlabour) and implementing agency although this was not originally envisaged.
25. Evidence from the evaluation showed that prior to the implementation of the project there was weak capacity among workers and their trade unions with regards to awareness about climate change and chemical management (see paragraphs 68, 114, 115, 116, 120, 121 and 122). The project has built the capacity of trade unions to a point where they now present their views at international conferences and produce policy papers at different forums. They are able to mount training programmes independently at various levels on climate change and chemical management, particularly for members of their trade union constituencies in their respective countries. Further, the cascading training structure across several levels has yielded additional training activities carried out and financed by trade unions themselves, using the knowledge, techniques and training instruments designed in the framework of the project. The project has therefore created a sense of ownership among the trade unions and has proved that they can now drive the agenda provided they get generate the funds.
26. Prior to the implementation of this project, trade unions did not have a database of case studies they could rely on and replicate in their work with regards to their agenda on environment and sustainable development (see paragraphs 74, 75, 145 and 147). The collection of trade union experiences on the environment through the case studies

was a valuable awareness-raising exercise on environmental and sustainable development issues at workplaces and the potential for the replication of trade union experiences. The process allowed the identification of trade union priorities in terms of the case studies to replicate. Further, the success stories of the case studies have the potential of promoting practical skills at national level if supported and up-scaled.

27. Paragraph 92 mentions the absence of activities in the logical framework that could have shown some level of the commitment of the project to gender and be used to improve the gender “representation at decision making level in the trade union bodies’ as was being expected of the project. Paragraphs 49, 60 and 67 also mention the low participation of women in international events (27%) and training programmes (41%). There are therefore deep rooted unsolved gender inequalities that could affect sustainability of the project benefits if not resolved through a systematic and conscious approach.

D. Recommendations

28. It is recommended that training manuals produced for specific regions with specific contents but useful for all regions (e.g. manual on Sound Chemical Management in francophone West African countries, using the case study of pesticides and the document on hotel workers in Malasia) should be adapted by ITUC and Sustainlabour to be used internationally by all workers and their trade unions for training purposes and information. This will be cost-saving and informative to all.
29. The use of different methodologies including experience sharing across regions among trade unionists and other stakeholders at their training sessions was highly commended and very effective (see paragraphs 64, 93 and 94). It is recommended that ITUC and Sustainlabour should revisit their approach to training and make more use of experience sharing at regional meetings to enhance learning. This also allows for the participants to express their know-how levels based on their own or country-specific experiences.
30. The method of combining the discussions and training on two major topics of political interest globally on one hand and to trade unions on the other, made the discussions of the two major topics - climate change and chemical management - on one platform or at one training/meeting complex and given the limited timeframe. This could make the training ineffective for the trainees with little impact (see paragraph 65). Each of these two topics is equally important and complex to comprehend and so requires a lot of time for such discussions. Similarly, training manuals were too technical for trade unionists (see paragraphs 63 and 66) and the language sometimes not easy to follow). It is therefore recommended that ITUC and Sustainlabour should revisit their training programmes and workplans for workers and their trade unionists based on the issues of political interest internationally and treat them separately to give each one adequate time for sharing and learning to make the training effective.

Part 1: Background

A. Context

31. The Rio Summit on sustainable development in 1992 saw the beginning of workers and their trade unions' involvement in sustainable development agenda. The summit recognised workers and trade unions as a major social force to reckon with in promoting sustainable development and therefore key stakeholders in the implementation of the agenda, and also challenging them to assume this role.² In recognition of this role therefore, the first trade union assembly on labour and environment was held in Nairobi, Kenya in January 2006. This was organized by the United Nations Environment Programme (UNEP) and International Labour Foundation for Sustainable Development (Sustainlabour)³, in partnership with the International Trade Union Confederation (ITUC) and its affiliates, the International Labour Organization (ILO), and the World Health Organization (WHO) where over 160 participants took part. The participants included trade union representatives from all over the world. There were also representatives of NGOs, United Nations organisations, universities and national governments.
32. The assembly provided trade unions a platform to discuss pertinent but diverse environmental issues such as climate change, water, corporate social responsibility and chemical risk. The assembly helped to put forward a new labour front globally that allowed for the inclusion of environmental and sustainable development issues on their agenda. It was therefore the first time in the United Nations that environmental issues were integrated in a framework around the aspect of fundamental labour rights, such as freedom for free association, collective negotiations, the need to establish fair transition policies as part of environmental protection.
33. The successful implementation of this assembly, known as “Workers’ Initiatives for a Lasting Legacy” (WILL), gave birth to the idea of strengthening trade unions’ participation in international environmental processes, and hence the project “Strengthening Trade Union Participation in International Environmental Processes”, which was a three-year joint project for UNEP and Sustainlabour in the area of labour and environment. The conception of this project came at a time when globally the debate on climate change was gaining momentum politically, socially and economically due to the environmental challenges the world has currently been facing and hence the interest in this project with workers and trade unions. At the 2006 assembly held in Nairobi, a number of resolutions (refer to Annex 16) were adopted

² http://www.un.org/esa/dsd/agenda21/res_agenda21_29.shtml

³ Source: <http://www.sustainlabour.org/>

and the implementation of the project “Strengthening Trade Union Participation in International Environmental Processes” has been one of the major contributions to the implementation of the resolutions⁴ adopted at the assembly. The project is therefore a response to a two-fold necessity which is:

- a) “To accompany the evolution of the environmental agenda which hold a central position in economic agenda. The urgency and dimension of the challenges that the planet faces such as climate change have resulted in environmental policies to be taken out of the sidelines of the economic agenda and to a central place in the debates. This new angle requires for new dimensions to be integrated; the labour dimension is one very important part when speaking about economic and social development.
- b) To amplify the social participation in environmental issues and the diversity of actors involved in these issues. To date the participation of social actors in environmental policies has been fundamentally channeled through environmental NGOs who have been a driving force of the agenda, and represented their (the social actors) views on international platforms. Nonetheless, the environmental agenda has been growing partly due to, among other factors, this drive, and its characters, calling for the integration of other actors. Trade union organizations have an important role to play due to their structures of a broad scale and reach with large affiliations (few other structures exists that have as many members) and their central position in the production system”.

B. The Project

34. The project was designed to address the gap in representation of workers and trade unions⁵ in international environmental processes and so it targeted workers and trade unions due to their ability to stimulate debate around the social aspects of sustainable development while at the same time contributing to the debate on economic and environmental dimensions. The project was implemented in four regions; Africa, Asia Pacific, Eastern Europe and Latin America and the Caribbean (see Annex 12), and focused on capacity building, adaptation of selected case studies and awareness raising.

Project objectives and components

35. The project, according to the TOR, broadly aimed to strengthen the capacity of workers and trade unions to participate in international environmental processes at UNEP MEAs, and other UN constituencies. It aimed to contribute towards improving

⁴<http://www.sustainlabour.org/dmdocuments/EN333-2006.pdf>

⁵ Workers and trade unions are one of the nine major groups of civil society as per the Agenda 21.

environmental and sustainable development policies by leveraging the views, practical experiences and commitment of workers and trade unions. This was to provide grounds for multi-stakeholder dialogue and lay the foundations for a conceptual framework on the inter-linkages between labour and environment. In addition to the above, and wherever possible, the project was to address the current imbalance in gender representation at the decision-making level in trade union bodies and pursued to build the capacities of female leaders in the labour movement. The Project also aimed to contribute towards poverty reduction through a rights-based approach to critical ecosystem services.

36. The planned outcomes of the project as per the project Logical Framework are:
- i) increased participation of workers and trade unions in international environmental consultations;
 - ii) increased capacities of workers and trade unions to replicate/adapt case studies on environment in their workplaces and their communities; and
 - iii) increased awareness of environmental issues among workers and trade unions and how they can potentially affect their workplaces and worklife.
37. To achieve the project results and outcomes, a number of activities grouped under three main categories, namely capacity building, adaptation of case studies, and communication and public information were carried out. The following three outputs, as stated in the Logical Framework, were planned to be derived from undertaking the activities:
- i) Increased participation of workers and trade unions in international environmental meetings (e.g. the UNEP Governing council and associated meetings, the environmental conventions, etc.), including elaboration of position papers, statements, organization of side events, round tables, for enhanced partnerships between workers and trade unions and UN agencies.
 - ii) Case studies replicated/adapted in the workplace and in communities in Africa, Asia and the Pacific, Latin America and the Caribbean.
 - iii) Information and outreach material available in three languages (French-English-Spanish) on Labour and the Environment.

C. Evaluation objectives, Scope and Methods

Objectives

38. The purpose of this terminal evaluation is (i) to provide evidence of results to meet accountability requirements and (ii) to promote learning, feedback, and knowledge-sharing through results and lessons learnt among Sustainlabour, trade unions and UNEP and their partners.

Key Questions for Evaluation

39. The key questions for the evaluation in the evaluation terms of reference (TOR) (Annex 1) are:
- i) To what extent did the project succeed in improving engagement of workers and trade unions in the development and implementation of environmental policies?
 - ii) Did the project succeed in increasing participation of workers and trade unions in international environmental consultations?
 - iii) To what extent did the project succeed in increasing the capacities of workers and trade unions to replicate and adapt the project's case studies on environment in their workplaces and their communities? What was the value of the case studies in the process of achieving the project objective?
 - iv) Did the project succeed in developing trade union networks and strengthening the multi-stakeholder dialogue through engagement of trade unions with other civil society groups and public authorities on issues of climate change, chemicals and sustainable development?
 - v) How relevant were the issues addressed by the project and was the approach to the issues the best possible for the regions in question? How adequate were the initiatives and the used methods?
 - vi) How pertinent were the produced training materials for the project stakeholders? How about for people outside the project? Was the project successful in disseminating the materials and promoting their use?

2. Overall approach and methods

40. The terminal evaluation of the project was conducted by an independent consultant under the overall responsibility of the UNEP Evaluation Office (EO) in consultation with UNEP DRC (Nairobi). These two offices were consulted throughout the evaluation process. A third office that played an equally important role in this evaluation is the ITUC-Africa office in Lome, Togo. Sustainlabour was consulted as the project executing agency.
41. The evaluation was conducted as an in-depth evaluation using a participatory approach whereby the UNEP/Project Task Manager, key representatives of the executing agency and other relevant staff were kept informed and consulted throughout the evaluation process and each one of them was interviewed as part of the evaluation. Both quantitative and qualitative evaluation methods were used to determine project achievements against the expected outputs, outcomes and impacts.
42. The findings of the evaluation were based on the following:

a) A desk review of project documents

The consultant reviewed relevant background documentation, including UNEP policies, strategies and programmes pertaining to trade unions and sustainable

development; resolutions of the First Trade Union Assembly on Labour and the Environment⁶; literature on labour and environment, reports on Trade Union conferences and seminars on labour and the environment for the four regions and Eastern Europe and Central Asia (see Annex 5).

- The project documents reviewed include UNEP and the Sustainlabour Quarterly and annual project reports, from the inception to the final project report that was presented in 2010.
- Training workshops/seminars reports in relation to Output 1.
- Other materials produced by the project or its partners were also reviewed. These include training manuals, video, websites, training and workshop materials, presentations, PowerPoint presentations, etc.

a) **Interviews**

Face to face key informant interviews and telephone interviews were granted as part of data collection for the evaluation (see Annex 2).

- Project management, supervision and technical support, Project Task Manager, staff of Sustainlabour, the coordinator of ITUC-Africa and his key staff were granted interviews.
- Other beneficiaries/users of the project outputs (training events/conferences/seminars beneficiaries) were also interviewed where possible.

b) **Self-assessment by the country teams**

As part of the evaluation, each of the key informants were asked to assess their own performance on the project to include what they would have done differently given another opportunity to implement a similar project. The outcome of this exercise was also analysed and incorporated in the report.

d) **Country visits**

The consultant undertook three country visits. These were to Kenya, Spain and Togo. An itinerary was presented for each of the visits and also some semi-structured questions related to the evaluation were prepared and shared with the country-offices (Sustainlabour and ITUC-Africa) to guide the discussions. This worked well in Togo and Spain in terms of aiding the evaluation process.

The visit to Kenya was the first to meet the UNEP EO team, Project Task Manager and Fund Management Officer as part of the initial debriefing about the project. The consultant had an initial debriefing with the Head of the Evaluation Office of UNEP and his team and later met them for the presentation and discussions of the Theory of Change developed for the project.

⁶ UNEP/DPDLE/2

The visit to Spain was to interview the project management team at Sustainlabour and the Spanish government officials regarding project funding. These were the Executive Director and the programme officers of Sustainlabour who worked directly on the project. The consultant was also linked up with some other staff who once worked with Sustainlabour but left before the completion of the project. At Sustainlabour, the consultant reviewed project reports and other documents produced in connection with the project. She had the opportunity to view some evidence of Output 3, which included CDs of some of the activities, videos and copies of the training manuals and reports.

In Togo, the consultant met the coordinator and staff of ITUC-Africa that were involved in the project for key informant interviews and also reviewed all project documents, training reports and other materials in relation to project activities and other related activities. The evaluator also reviewed their financial documents and all the presentations used for training for both project activities and others in connection with the project.

The Evaluator, responsibilities and schedule

43. One independent consultant was hired for the evaluation. The full description of the tasks and responsibilities for the consultant are provided in Annex 1. Only a summary is presented below.
44. The consultant (see Annex 17) was responsible for the data collection and analysis phase of the evaluation and drafting the main report. Other documents consulted during the desk review are mentioned in Annex 5.
45. Calendar of activities of field missions by the Evaluator is provided in Annex 3.2.

Limitations of the Evaluation

46. Initial travel arrangements delayed the commencement of the evaluation and thus distorting the original evaluation plan. This also affected the timetables of the key stakeholders that had to be interviewed, calling for a number of rescheduling of interviews.
47. Getting in touch with project beneficiaries for interviews was challenging since some of them had changed jobs during the project lifespan and some could only communicate in Spanish and not English.

PART II: PROJECT PERFORMANCE AND IMPACT

48. Part II of the evaluation is organized in four sections as per the requirements of the TOR. The four sections represent the four main categories of the evaluation criteria. These are:

- Attainment of objectives and planned results
- Sustainability and catalytic role
- Processes affecting attainment of results
- Complementarities with the UNEP Medium Term Strategy (MTS) and Programme of Work (PoW)

A. Attainment of Objectives and Planned Results

Achievement of Outputs and Activities

Participation in International Events

49. Using the performance indicators provided in the project logical framework, the project to a large extent achieved its planned outputs stated in the framework (refer to Annex 1). The project has contributed to strengthening trade unions' formal participation in international meetings in the areas of climate change, chemical management, sustainable development, food crisis and green economy through supporting their interventions in UNFCCC meetings and other environmental conventions.
50. A total of 202 trade union organizations have been involved in the project activities as participants, trainees, trainers and in awareness raising and outreach events of the project, all of which address the first objective of the project (see Annexes 12, 13 and 14). These trade union organizations were made up of a total of 118,129,056 affiliated workers (representing 67.12% of ITUC members) from about 76 countries, and regional and international bodies. There were also on-demand training events in response to specific capacity building/training needs expressed by trade union bodies, for example, the Food Security and Climate Change workshop, and the sub-regional chemical management seminars. Some participants interviewed (trade union representatives from Ethiopia and Ghana) who participated in some of the events indicated that they became aware of the climate change concept and the nexus between it and labour for the first time through this project. Reports from the trade union regional conferences such as the first Asia Pacific conference held in 2008 showed that the trade unions were interested in the environment-labour nexus and

resolved to include it in their trade union agenda and also work on occupational health and chemical risks.

51. In all, the trade unions have participated in 25 international environmental events, of which 10 were on climate change, 4 on chemicals and 11 on sustainable development/green economy. At these international events they made their positions clear on issues related to the environment and labour, including issues related to climate change and chemicals. Of the total number of participants in the various events, 63% were men and the rest women. This is not surprising as the top positions of trade union bodies generally and particularly, in Africa, are often taken up by men.
52. During these events, a number of documents were produced and submitted and new working bodies created. For example, the ITUC as part of its commitment to the agenda of strengthening workers and their trade unions' participation in international debates regarding sustainable development and climate change specifically, strengthened union structures at its last congress held in Vancouver in June 2010. ITUC created specific structures specific structures to follow up on the outcomes of the 2010 congress which is the resolution on Combating Climate Change through Sustainable Development and Just Transition. To follow up on the above, two new were created. These are the Trade Union Working Group on Climate Change and the High Level Task Force on Climate Change and Green Jobs. Two regional structures have also established working groups on environment and climate change.
53. The 25 various events that the project undertook including participation in various Conference of Parties (CoP) events (see for example, Annex 7) have resulted in the production and submission of 76 documents made up of interventions, resolutions, discussion papers, statements, negotiation briefs, etc, some of which are listed in Annex 5.
54. The products of these international and regional events are 44 statements, interventions and presentations, 14 discussion and position papers, 3 negotiation briefs, 6 trade union proposals and resolutions and 9 trade union blogs, all adding up to the 76 interventions from the trade union bodies. Among the resolutions adopted are The Resolution on Combating Climate Change through Sustainable Development, Just Transition and The Resolution on Sustainable and Just Development Model for the 21st Century. ITUC also created specific structures to follow up on this work to ensure implementation. ITUC- Africa as a result of this project developed the first draft of the Regional Plan of Action on Food Security and Climate Change.
55. Workers and their trade unions were sponsored to participate in major meetings such as the Conferences of Parties (CoP) of the United Nations Framework Convention on Climate Change (UNFCCC), the Commission on Sustainable Development (CSD), the UNEP Governing Council/Global Ministerial Environment Forum (GCGMEF) and ICCM. The project has supported and facilitated the participation of

unionists from the global South in key meetings and events on regular basis. To help them contribute meaningfully by making influential inputs and of substance to international discussions, UNEP and Sustain labour consistently engaged the workers and trade union bodies in preparatory events relevant to the themes for discussions prior to international events.

56. The 2009 CoP15 conference was a gathering with an enormous international impact and also in terms of trade unions' presence, the highest ever in the history of their participation (over 400 delegates), demonstrating the extent to which the trade union movement has assumed the climate change agenda as part of its working agenda.
57. Some non-trade union workers also participated in the awareness creation events and they formed 20% of the total participants at all the events. This 20% was made up of people in government, international organizations, civil society and academia. The project has therefore been successful in bringing on board other key stakeholders from different backgrounds and with other forms of networks that can be used to further the course of labour and the environment on other platforms through their networks.
58. The participation of government officials in project activities is, to some extent, evidence of having bought into the agenda of the project. This is also an indication that creating the awareness about sustainable development at national levels can enjoy the necessary support at such level. The participation of non-union workers in the international events has also created a platform for engaging in multi-stakeholder dialogue and networking which has positive implication for sustainability. Thus, the participation of other workers and their trade unions strengthens further the trade union agenda.
59. As a result of the capacity building activities, the workers and trade unions have also provided interventions at various levels from working groups to high level meetings on a varied number of issues ranging from sustainable development, climate change negotiations, employment, just transition, green economy to environmental governance. In strengthening the gains of the project, a Trade Union Working Group on Climate Change was created. This is made up of 30 national centres from 26 countries, 3 ITUC regional organizations (Africa, the Americas and Asia Pacific), ETUC, and 3 international federations (BWI, ISP and IFT).
60. By the end of the project lifespan, workers and trade union delegations have multiplied their contacts with government officials, NGOs and UNFCCC Secretariat. On the whole, the visibility and number of allies of trade unions have grown globally.

Training

61. There were four successful regional training events in the four target regions. There were additional two national seminars in Nepal and Bangladesh organised by Sustainlabour in partnership with local trade union organisations. Workers and their trade unions from the newly created independent states of Eastern Europe such as Uzbekistan, participated in the first Eastern Europe and Central Asia trade union conference on labour and the environment that was organised in 2009. The objectives of the regional conferences were similar and the project succeeded in achieving most of them. Among the objectives are to “improve the understanding of trade union concerns and needs regarding environmental issues, particularly on climate change and sustainable management of chemicals” and “promote exchange of experiences and good practices”.
62. A total of 468 participants (41% female and 58% male) took part in twelve training activities. The highest percentage of participants (55%) took part in activities carried out at the regional levels, followed by 27% at the international and 18% at the national levels. Fifty percent of the total participants took part in joint training activities covering climate change and chemical management. This is followed by those who took part in training activities focusing only on climate change, making 34% of the total participants who benefited from training. Latin America and the Caribbean provided the highest proportion of participants, 37% and Africa covering 23% of the total participants in training activities. Some workers and trade unions from the Africa and Eastern Europe and Central Asia regions found the topic on climate change relatively new with regards to issues trade unions have been working on and as compared to the topic on chemical management which was more likely to be covered under unions’ health and safety topics.
63. All the training events encouraged the trade unions to include environmental issues on their agenda. As a result of the first training workshop organized by ITUC-Africa, for example, an action plan was prepared for implementation. However, due to lack of funds, implementation has been stalled. Other trade union events at different platforms are being used to disseminate similar messages to workers, union members and other non-union participants such as NGOs, employers and government officials.
64. The goal of the project was to provide grounds for multi-stakeholder dialogue and the project has succeeded in doing so, bringing together different bodies of people such as governments and international organizations, academia and NGOs. Of the total 839 people who participated in the various events and trainings, 673 were from the trade unions, 54 from academia, 47 were from government officials, employees, 31 from NGOs and 34 from international government organizations (see Annex 13).
65. Training manuals were produced in the three UN languages; Spanish, English and French. The manuals however had to be revised based on feedback from some of the training sessions. There were some repetitions in the manuals and also difficulty in understanding some aspects. There was also the view that since trade union workers

are busy people with little time, the manuals could have been simplified with technical language reduced to the minimum. The Spanish version which was produced in May 2008 was later revised in November 2008 to include feedback from the Geneva trainees. A Russian version of the training manual was also produced and made available in hard and e-copies.

66. The diverse set of methods used in the different training components (which adopted different training formats) with participants from varied backgrounds had a positive impact. The trade unions learnt from each other and some had tailor-made trainings that suited their specific training needs. Thus, the richness of the trainings provided was attributable to the different methodologies used and the geographical settings.
67. All the training reports produced after the training showed that the training events were rated highly by the participants, which is evidence of the successful planning and management of the training events, though there was a general remark about the length of training. The participants were of the view that the length of training was short with regards to the themes on the agenda.
68. Certain concepts as used in the training manuals could mean different things to labour in the four different regions. An example is the use of concepts/words like 'management' and 'safe use'. This is with specific reference to the African region.
69. The project acknowledges the importance of gender issues particularly when it relates to environment and labour. Of all the participants at all trainings, 41% of them were women. ITUC organized the first World Women's Summit Conference. This summit brought together about 465 trade union representatives from over 100 countries in Brussels in October 2009.
70. The broad training provided across several levels has leveraged additional training activities that were carried out and financed by trade unions themselves at the local levels, using the knowledge, techniques and training instruments designed in the framework of the project. These are paid for from the trade unions coffers at the national levels and also with financial support from other actors. In Burkina Faso, for example, after a regional training in Food Crisis held in Togo in August 2009, the representative that participated in the training went back to provide training for 19 local trade union representatives which was paid for by the national trade union. Similarly, in Ghana, the representative that participated in the same regional training programme has trained more than 30 local trade union representatives. Further, after the training in Sound Management of Chemicals organised at the regional level in March 2010, the representative from Togo has voluntarily been visiting her constituency to discuss climate change and the dangers associated with the use of chemicals from the world of work. She has been targeting artisans, hairdressers, hotel workers and house-helpers. She is now working to form a network of such workers so that they can be better represented with a voice.

Case Studies

71. The objective of this second component was to map out trade union experiences globally on labour and environment for potential replication. This was aimed at providing incentives to other trade unions to develop actions based on the successful outcomes and lessons learnt from collected workers and trade union experiences. More specifically, the case studies were to empower workers and trade unions in launching initiatives through the replication and adaptation of case studies or the launching of new pilot experiences.
72. Through an extensive survey, there was a review of existing practices and literature on labour and environment on trade unions, and criteria for selecting and adapting the case studies developed⁷. The result of this review was the collection and compilation of data into an online database, the *Sustainlabour Information System*. The database encompasses a variety of actions, ranging from training programmes and seminars, to trade unions policy resolutions, campaigns, collective agreements, publications, press releases, proposals, trade union bulletins, etc.
73. Of the 293 trade union experiences identified, 133 were shortlisted from which 4 were later selected for the development of the case studies. The initial shortlisting was based on some pre-identified criteria called “criteria for replicability”, which are:
- Sustainable development, environmental and labour specific parameters (in relation to trade union action, production and consumption, work processes, etc.) for replication of case studies;
 - General geographic balance (despite large initial disparities);
 - Balance in the thematic working areas;
 - Diversity in the types of actions;
 - Interest and relevance for workers and trade unions;
 - Assessment of replicability potential.
74. The four case studies selected are:
- Case study 1: Establishment of a Regional Unit for Sustainable Development and Environment within a trade union structure.
 - Case study 2: Global Pesticide Project in Mali, Benin, Burkina Faso and Senegal.

⁷ Preliminary report on Mapping out Trade Union Experiences globally on labour and the environment as of 31st July 2008

- Case study 3: Environmental management in Hotel Facilities with a particular insight to chemical risk management.
- Case study 4: Training on Renewable Energies for Construction Workers in Peru.

75. The establishment of a coordinator position at the regional level solely for environmental and sustainable development issues is a strong indication to integrate these issues in the broad trade unions strategies and action plans. This position is therefore part of efforts of strengthening the institutional structures of the trade unions towards achievement of their agenda.

76. As part of the case studies component, there was training of young trade union leaders with CTA in Argentina organised at national level.

77. There are publications on lessons learnt in the three UN languages (English, French, Spanish) being produced and which are about 50% completed at the end of June 2010.

Awareness-raising

78. The third output is ‘Increased awareness of environmental issues among workers and trade unions’. The project visibility was achieved through the production and use of different communication tools to increase awareness on environmental issues among workers and their trade unions. These are:

- Women workers and Green Jobs paper, which was an outcome of a research funded by the project.
- Climate change brochures
- One blog
- Videos - About 47 trade unions from about 28 countries contributed to the production of these videos and they use them to make their voices heard regarding their concerns on environmental issues. One long video among the six was jointly produced by UNEP, ITUC and Sustainlabour.
- On-line communication tools such as website of Sustainlabour which has recorded 150,288 visits a year. This had two news items a week in English and Spanish.

79. Additionally, there have been 24 issues of bulletins called InFocus, published in Spanish and English, with 4529 total subscribers. Of these subscribers, 50% of them are non-union subscribers.

80. There was dissemination of information about the project at different trade union events. These are:

- Public service international Congress in 2007

- ITUC Women’s Conference in 2008
- TUCA CSA Executive Council in 2008
- Good jobs Green jobs Conference in 2009 and 2010
- ETUC Working Group sessions in 2008 and 2009
- ITUC 2nd World Conference in 2009
- ITUC Executive Council and task force meetings on climate change and green jobs in 2008 and 2009

81. Further, as part of the awareness-raising, a total of 8 side events were carried out various international forum. These include 3 orientation meetings on social dialogue, transport and adaptation carried out at CoP 13 in 2008, 1 joint high level reception on labour and environment with BlueGreen Alliance carried out at CoP 15 in 2009 and 2 side events on Women and Green Jobs and Financing Climate Change at CoP 15.76. From the above, a substantial volume of work has been accomplished during the project lifespan. There is however some delays in delivery on activities related to Output 2 that did not achieve 100% attainment. Thus, the overall rating for attainment of outputs and activities is **satisfactory**.

Relevance

82. The political and economic factors of recent years have necessitated a high level of interest in environmental and sustainable development issues globally particularly in terms of climate change and chemical management. Some of these global economic issues include the effects of climate change on food insecurity. This global interest has given impetus to the project and places it high on several international agenda, therefore making it relevant.
83. The project’s objectives and implementation strategies were consistent with regional environmental issues and needs and also the UN and UNEP mandates and policies at the time of design and implementation. Partnering and working with Sustainlabour as a major stakeholder in this project and other civil society organizations in the implementation of the project falls within the mandate of the UN and UNEP. It is noted that the project falls under Rule 69 of the Rules of Procedure of the Governing Council on civil society engagement at the policy level, Decision UNEP/GC/21/19, and Decision UNEP/SS.VII/5 and UNEP/SS.VII/1 on civil society participation in International Environmental Governance (IEG).
84. The project also falls within UNEP’s overarching objective presented in its MTS and PoW which is “To provide leadership in global environmental agenda setting, implement legislative mandates of the United Nations Environment Programme and the General Assembly, ensure coherent delivery of the programme of work ... conforming to United Nations policies and procedures”.

85. Further, the project falls within three of the six subprogrammes of UNEP's Programme of Work (PoW) 2010 -2011, which are on climate change, environmental governance and harmful substance and hazardous waste.
86. The project has contributed to addressing Goals 1 and 7 of the Millennium Development Goals, in an attempt to build greater partnerships and synergies with stakeholders in addressing environmental challenges and ultimately, eradicating poverty.
87. The case studies also fall within the final resolution of the Global Assembly that declared that:
- “The trade union representatives welcome the common platform between the United Nations Environment Programme, the International Labour Organization and the World Health Organization. The three organizations will explore the following opportunities for further action, as a follow-up to the trade union Assembly on Labour and the Environment (...), to replicate the successful case studies presented at the Assembly and, to that end, to create and maintain a website to collect the case studies and to consider their possible publication” (UNEP/DPDL/TUALE/1).*
88. Sharing information and learning about trade unions' action in this field not only contribute to raising awareness but it is also an important source of inspiration for other workers and trade unions, as well as other bodies to replicate and adapt these initiatives to their own realities.
89. In view of the global nature of the overall objective, the project has contributed to achieving UNEP's MTS and PoW. Thus, the overall rating of relevance is highly satisfactory.

c) Effectiveness

90. The evaluation of effectiveness is based on the overall project objective which is to “improve engagement of workers and trade unions in the development and implementation of environmental policy” and its outcomes. The following throws light on some of the factors that have contributed to the strengths or weaknesses that affected the achievement of this objective in relation to project effectiveness.

Project Results using project indicators in the Logical Framework

91. Using the indicators in the project Logical Framework to assess effectiveness, the project was about ninety percent successful. The indicators in the Logical Framework were adequate in monitoring performance towards the achievement of Result 1 but were inadequate for Results 2 and 3. Using the indicators for Result 2 to assess effectiveness, the result has not been fully achieved. The publication on lessons learnt into three UN languages (English, French, Spanish), highlighting the linkages between labour and the environment was half-way completed as at the end of the project period and the replication of the case studies by the trade unions is almost completed.

92. Result 3 had to do with communication and public information. The activities stated for achieving the results were not quantified, in other words not SMART because it was not clear on how many of the communication events had to be done. This led to the production of a number of them but as to whether these were adequate or not, was not easy to tell from the logical framework.
93. Result 4 was on M&E with two activities. The first one said ‘a comprehensive monitoring and evaluation of the project’ should be done and the impact assessed. The project document did not have the monitoring plan to ensure “a comprehensive monitoring” that will lead to the evaluation. The second activity talks about conducting yearly meetings of the project committee to ensure coordination and coherence in the implementation of the project. This was achieved. There were, in all, five project committee meetings.
94. The project document layed emphasis on the gender component and said “where possible the project was to address the current gender representation at the decision-making level in the trade union bodies and pursued to build the capacities of female leaders in the labour movement”. There is however not a single activity in the logical framework that suggests that this gender issue should be given the necessary attention which could be monitored and evaluated using an indicator for it. The above, notwithstanding, the project included a few gendered activities such as the Women’s Summit and ensuring that participants at training events included women (41%).
95. Some of the strengths and weakness of the project that affect effectiveness are also discussed below.

Methodologies

96. The methods (capacity building, awareness creation, various forms of communication strategies to reach targeted audience, replication of case studies and participation in international events, networking, etc.) adopted for strengthening workers and their trade unions’ participation in international environmental processes” were effective and yielded the desired results and are therefore considered as strengths.
97. The method used made it possible for trade unions in 78 countries to be reached and the approach adopted also had multiplier effects, because those who benefited worked with their national and local trade unions and so reaching out to more trade union workers. Knowledge sharing among trade unions from across the globe is one of the strengths of the project.
98. At the regional level (ITUC-Africa), more activities were expected to be undertaken based on an action plan that the regional office developed. Funding however became a stumbling block and therefore many of the national trade unions are unable to go beyond the training organized at the national level. The training organized for women on climate change was successful and the women trade union workers were prepared to extend this to work places but this was also stalled due to lack of funds. There was

however evidence of proposals being prepared to source funding to carry out this activity in the case of ITUC-Africa. In the Latin America and Caribbean region, there were training events for young trade union leaders with CTA in Argentina and construction workers in renewable energy in Peru.

Partnerships and Cooperation Arrangements

99. Annex 8 shows the organisational chart designed for project implementation. Although the organogram spells out clearly the role each partner was expected to play on the project, there was little support from this arrangement and partnership for the project task manager and Sustainlabour. Besides, coordinating the implementation of this project, the project task manager had other tasks and this made the work very challenging in view of the constraints of human resource that she was faced with. There were three staff at the commencement of the project but two left soon after the project began. Further, the Project Task Manager did not get the necessary support from within UNEP, specifically from the Senior Management by way of showing interest in the project through follow ups on progress of implementation.
100. The UNEP Project Task Manager worked closely with Sustainlabour in the implementation of the project as per the job description in the project document despite the initial communication challenges between the two which affected the quality of reports that were presented and created delays in reporting. The communication challenges generated strong views between the executing agency and the implementing agency and created management and coordination problems. The above challenges arose because the roles and responsibilities for the two organizations were not clearly discussed at the inception of the project. It was assumed that they all knew what they were expected to do. Besides, it was the first time for both the implementing agency (UNEP) and the executing agency (Sustainlabour) to undertake such a project of a global nature and therefore required some learning on the job at the commencement of the project. These initial uncertainties did not make the initial arrangements that were put in place take off smoothly.
101. Feedback from UNEP project task manager (who reports and presents reports in English) was not taken kindly by Sustainlabour initially. ITUC-Africa had the same communication problem with Sustainlabour where certain grammatical errors in the reports and manuals that they pointed out to Sustainlabour were not acceptable to Sustainlabour. Though could be considered as insignificant, the communication was an issue that affected the partnership.
102. ITUC-Africa felt there could have been a stronger partnership than they had on this project, where planning of activities and allocation of resources could be jointly done with Sustainlabour and UNEP to achieve better results. ITUC-Africa is of the view that Sustainlabour plays an intermediary role and therefore does not allow it (ITUC-Africa) to have direct access to UNEP.

103. UNEP had a different reporting format from that of the Spanish Government but Sustainlabour had to present reports to the two parties using their formats, which was taxing and so reporting arrangements also created additional work for Sustainlabour in addition to inadequate human resource challenges.

104. The overall rating on effectiveness is moderately satisfactory considering the initial teething problems for the two main project partners and the others.

d) Efficiency

Cost-Effectiveness

105. Working in partnership with many other organisations was a way of working cost-effectively because it allowed for sharing of tasks, resources and responsibilities. The partnership arrangements that were put in place in the project document helped in achieving cost-effectiveness in this regard.

106. The amendment of the project budget to cover project extension from initial completion month of April 2009 to June 2010 but relying on the same original total budget was through savings that were made during the implementation of the project.

107. Cost saved (unspent balances of US\$204,765 in 2008) on certain areas in 2008 was reallocated to fund other activities and some unforeseen expenditures such as increase in training component of the budget by US\$85,934 and increase in project personnel component which increased by US\$4,000. The efficient reallocation of unspent budget to cover other activities did not change the overall total budget for UNEP and Sustainlabour.

108. The project made use of several international events to create side events specifically to cover some of the project activities. This happened mostly during the CoPs where training workshops and seminars were held in-between meetings at no cost to the project. ITUC-Africa made use of other training sessions such as ILO sponsored training session on HIV/AIDS to discuss climate change, chemicals and food security, which is cost-saving.

109. ITUC invited government officials to participate in their training sessions without having to worry about organizing exclusive training sessions for them. This favoured mostly government officials who also benefited from the project.

110. Cost-effectiveness was further facilitated by national and local trade unions that carried out a number of similar activities as part of the project by way of dissemination without reference to Sustainlabour and UNEP for support. The local trade unions paid for such events and occasionally, they had support from other actors. ILO sponsored the participation of some trade union representatives at international events. The trade

union body in France supports trade unions in francophone African countries with funding for some of their events.

Timeliness of Project Execution

111. The project duration was extended from May 2009 which was the initial deadline for completion to June 2010, increasing the project lifespan from 27 months to 38 months. The extension and revisions came with a budget increase of 24%, which was an advantage for the project.

112. The reasons for the revision was principally to reflect reallocation of budget between lines as per the project requirements and as requested by the project implementing partner, and approved by the Major Groups stakeholders branch. It was also meant to amend sub-section 9.2 of Budget. The details of these amendments are presented in Annex 3.2.

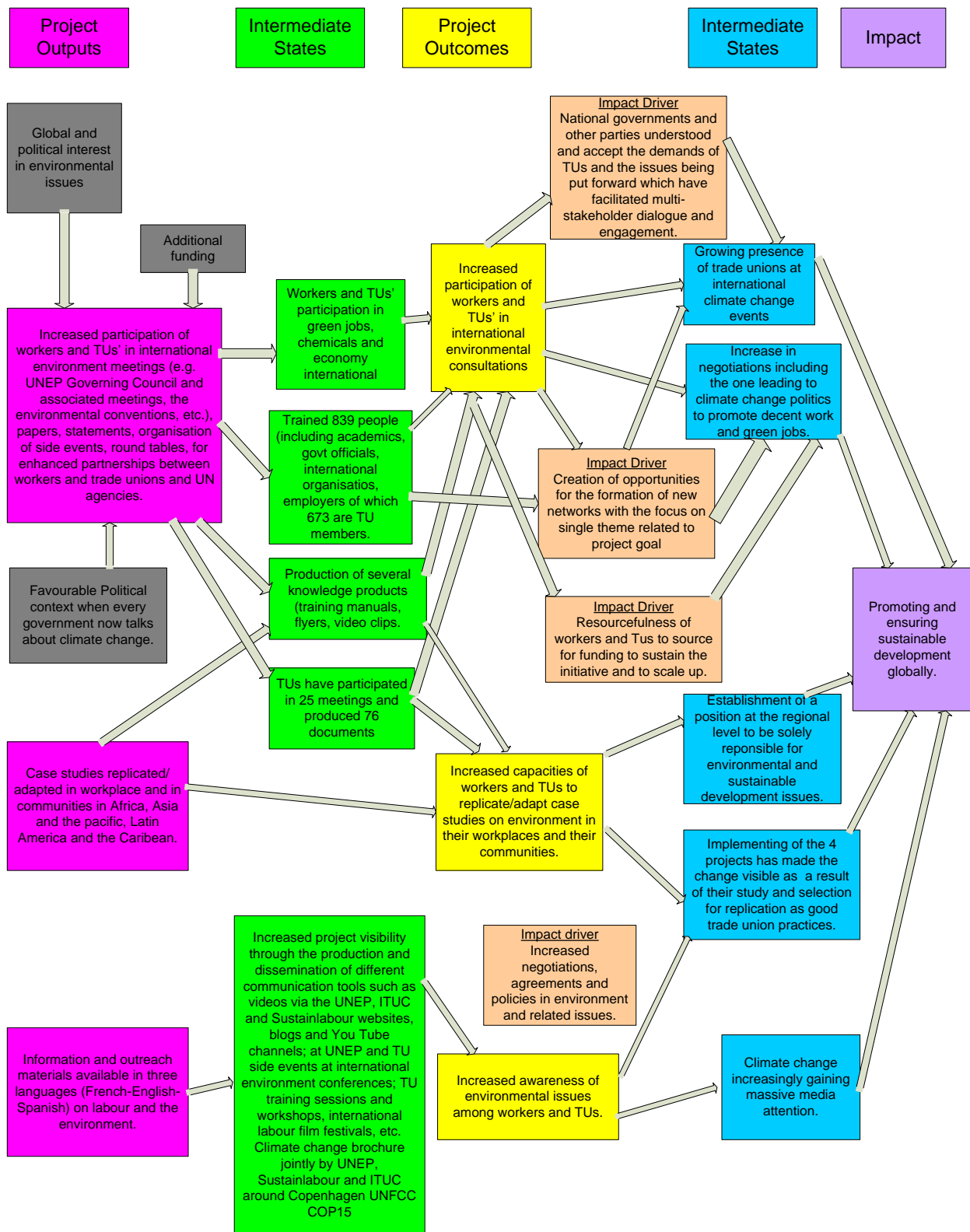
113. The extension of time was necessary due to additional demands on the project. Funding was available for the extension but it put pressure on project staff at both Sustainlabour and UNEP. Although the overall project budget was known, the Spanish Government demanded annual plans from UNEP/Sustainlabour before moneys were released for activities and this often delayed execution of project activities because the plan preparation and submission were often late. It was only during the first year that they did not encounter any delay in release of funds. In spite of the above, for the first two years, the Spanish Government made excess payments to the project, which also warranted a project revision.

114. The overall rating on efficiency is satisfactory, illustrating strong efforts that were made and potential for cost-effectiveness despite the time extension which however did not have any financial repercussions.

e) Review of Outcomes towards Impact (ROtI)

115. Using the Review of Outcomes towards impact (ROtI) analysis, the project was intended to accomplish three outcomes towards impact. The project outcomes are:

- increased participation of workers and trade unions in international environmental consultations;



- Increased capacities of workers and trade unions to replicate/adapt case studies on environment in their workplaces and their communities
- Increased awareness of environmental issues among workers and trade unions.

116. The project results that were driven by project output and impact drivers are indicative that the desired project impact will be achieved as discussed below. Annex 6 shows the review of outcomes towards impact.¹¹¹ The results of the project show that workers and trade unions, as mentioned earlier, have produced and submitted 76 various documents, made up of negotiation briefs, agreements, discussions papers, statements, interventions, etc. at various high level meetings on the issues of concern to them regarding environment, such as climate change, just transition, environmental governance and green economy. The above have also yielded further results, which include the generation of and increasing support for the project from other actors towards promoting the participation of unionists from developing countries. These actors include ILO, TUC-UK and others. The 2009 CoP15, for example, attracted the highest number of trade union participants since this was started and made an enormous impact. The assumption here is that with this level of exposure and participation of trade unions in international events to make their voices heard regarding environmental issues, the ultimate goal of sustainable development will be achieved. It is also assumed that some of the documents that have been produced by the workers and trade unions and the wide publicity they have created (using different communication tools such as video, websites, bulletins, etc.) will be translated into policy documents at workplaces, in communities and at other levels.

117. Further, the results of this project have made it possible for the creation of opportunities for the formation of new networks with a focus on one theme such as climate change, green economy, chemicals, food crisis, etc. as is currently happening in many countries.

118. The adoption of resolutions as political outcomes that translates the conclusions into trade union policies is geared towards making the desired project impact.

119.114. The project has developed the capacities of a total of 202 trade union organizations, made up of 118,129,056 trade union representatives from the four regions that benefited from the project.

120.115. The project benefited from impact drivers such as the multiplier-effects it had. The project brought on board other stakeholders and actors who were interested in driving the project agenda. The stakeholders included non-trade union members such as civil society organisations, academia, international organizations and governments. The actors were those who sponsored some of the activities of the trade unions to increase the outreach to other stakeholders and local trade unions. Another impact

driver is the huge knowledge base created by the project at all levels (from international to local level) and across sectors and geographical areas on climate change. There was evidence from some of the participants indicating that they had never heard about climate change until this project came on board. The project has therefore created inter-linkages among the trade unions and other stakeholders where learning can take place. The project has demonstrated evidence of the resourcefulness of workers and trade unions to source for independent funding to sustain the initiatives and to scale up. This is seen in the number of proposals they have produced to source for funding to carry out activities such as training and research in climate change and chemicals and in adaptation of the case studies. A number of trade unions in the south have been getting support from TUC-UK to carry out training activities and to conduct research. Currently, TUC-UK is supporting TUC-Ghana to undertake research in the impact of climate change on agriculture and the results will be disseminated nationally. As mentioned earlier, trade union of France supports trade union in francophone African countries in some of their activities.

121. The realization that trade unions have been allowed to participate in several international and regional events on the environment is an indication towards achieving the project impacts. This has been made possible through the increased visibility workers and trade unions have gained as a result of the project. The production of different communication tools was used to increase their visibility.

122. The project has enjoyed a favourable political context where every government and the UN now talk about climate change which can drive the results achieved so far to make the needed impact.

123. However, evidence from the level of participation of workers and trade unions at the 2011 CoP indicates that the pace of implementing and internalising these gains, and that of changing the way of doing things to facilitate the process of making the needed impact is slow, thus frustrating the efforts of workers and trade unions. The changes expected to take place in stakeholders' behaviour will happen eventually but the pace is currently slow.

124. Table 2 shows the rating. Based on the above analysis, the overall likelihood of impact achievement is highly likely (AA) to produce impact).

125. The overall rating on Section A, Attainment of Planned results is **satisfactory**.

B. Sustainability and Catalytic Role

B1. Socio Political Sustainability

126. As a result of the international and regional training and other capacity building events, trade unions now boast of knowledge in environmental issues relating to labour with a global and political backing from national governments and international

organisations. Environmental issues particularly climate change and their implication for the global economy has become a political issue and are being discussed at various levels, which make sustainability of this project more likely since it is a major concern for all.

127. The project has political legitimacy because it responds to the mandates of several international organizations such as ILO, UNFCCC, UNEP (sub programmes 4 and 5) and WHO, in addition to the needs of workers and trade unions.

128. The above, notwithstanding, the political situation in some of the regions and national countries is more likely to support the efforts of workers and their trade unions than others. For example, workers and trade unions in the Latin America (TUCA) and Caribbean region are more independent of their national government than those in Eastern Europe and therefore can come out with policies that will result in political action. Trade unions that have close ties with national governments find it difficult to have their independent agenda. These differences made some trade unions stronger than others and had implication for their participation on the project, according to the executing agency.

129. At the global level, awareness has been created among trade unions through their participation in international events. Other stakeholders such as academia, civil society organizations and government officials have also benefited from this awareness creation. Thus, there is a multiplier effect of the benefits of the project which goes beyond the workers and trade unions.

130. Workers and their trade unions from all the 76 countries have gained knowledge in environmental issues, particularly on climate change, sound management of chemicals and green jobs. There are however regional variations due to diversity in environmental, social and economic issues in the different countries and regions. Consequently, certain environmental issues could be country or region specific and this diversity needs to be understood in that context to enable the appropriate responses to be adopted. The regional and country diversities therefore make it difficult to raise common issues and to find common solutions to all environmental problems.

131. Similarly, the strengths of the various workers and trade union groups vary from country to country and from region to region in terms of capacity, access to resources and many more. One of the objectives of this project was to, as much as possible, bring on board workers and their trade unions from the African region because of their weak capacity and inability to participate in international events. The project succeeded in increasing the participation level of workers and trade unions from this region. This also explains why trade unions in Eastern Europe joined those in Central Asia in the regional conference in 2009 and have since been part of PERC. Workers and trade unions from the Western world such as Europe have also been supporting workers and their trade unions in the South to undertake their activities. Brazil, France

and the UK, as well as other actors, for example, have been supporting in that direction.

120. Workers and their trade unions are beginning to gain political recognition at the national level regarding environmental issues. At the national level, trade unions participate on several government committees to discuss issues related to environment. In Ethiopia, the Confederation of Ethiopian Trade Unions has representation on committees of the Ministry of Social and Labour.
121. National governments are beginning to provide support for trade union activities on the environment, particularly climate change because of the sufficient government and stakeholder awareness. Governments have shown interest and some level of commitment. The government of Ethiopia, for example, gave land (parks and open spaces) to the national trade union to begin planting trees to reduce the effects of climate change.
122. Besides, several networks have been formed outside trade union platforms as a result of the knowledge sharing that has taken place. Thus, knowledge will be sustained after the project. Many of the unions have departments that deal with environmental and occupational issues so it is most likely that the knowledge gained will be translated into activities once they get funding. Those that have been in existence but not functional will have cause to begin working. Funding therefore appears to be the main obstacle for sustainability.
123. At all the international events, the training sessions for workers and the trade unions were open to other actors, including people from academia, civil society organizations, international bodies and government officials. This approach of allowing other actors to participate in the training events promoted the space for multi-stakeholder dialogue outside trade union events and even at governmental levels. In effect, the project has enhanced the recognition at country levels. National governments have seen added value of engaging the trade unions and sometimes incorporating them in national delegations. Government officials from sector ministries such as agriculture, environment and labour also participate in trade union events. The national ministries are now comfortable to invite trade union members to join them on delegations related to issues on climate change and the environment generally. Officials from national ministries also participate in regional training events of ITUC. Sectoral ministries such as the ministries of agriculture, environment and labour in different countries are beginning to engage in sustainable environmental issues. Workers and their trade unions are now incorporating environmental issues in work place collective bargaining agreements,
124. Based on the above, the achievement of socio-political sustainability is considered **as likely**.

B2. Financial Resources

125. The outcomes of the project depend on continued financial support from national governments and international agencies. It is not certain how many more times the Spanish government will continue to support this project but looking at the dwindling economy of Spain, this cannot be guaranteed.
126. There have not been any major programmes, plans, agreements and monitoring systems prepared and agreed upon as a sign of continuous financial support to sustain the gains of the project. However, the second phase of this project has again received financial support from the Spanish Government and implementation has started, though the funding was less than expected and required to conduct the activities of the first year.
127. There is evidence of financial support from other sources to support and sustain the project beyond the project lifespan at regional and national levels. The regional offices, for example, use the platform for other funded events to slot in some of their activities on labour and environment as side events.
128. Actors such as YS (Norway), LO-Denmark, TUC (UK), Friedrich-Ebert-Sifting (Friedrich Ebert Foundation - Germany), and the ILO have in various forms supported a number of events/activities for the project either directly or indirectly. The indirect ones are in the form of supporting additional participants at international/regional events or providing resources for the project side-events to take place along other events, such as HIV/AIDs training sessions. Other institutions are also supporting trade unions from developing countries to attend international events, as mentioned earlier.
129. At the national level, national trade unions support local training activities. For example, the trade union in Burkina Faso sponsored the training of 30 participants in Food Security. Federich Ebert Foundation is currently funding a research on the effects of climate change on agriculture in Ghana. TUC-UK has also been supporting activities of trade unions in developing countries, particularly training workshops.
130. It was the intention of the project to draw national governments to sustain this project beyond the project lifespan through their trade unions. Although national governments have shown interest and concern, it is not clear whether they are ready to support the process financially because such support has not been forthcoming. There was therefore failure from other national governments other than the Spanish Government to contribute towards this project. Financial resources to sustain the project could therefore be a challenge at the regional and national levels.
131. Reliance on a single major source of funding (Spanish Government) is a risk to project sustainability since any cut in budget by Spain will affect sustainability. Spain is currently going through economic crisis and this could indirectly influence funding for the project, as indicated earlier.
132. Based on the above, rating financial resources as one of the criteria for sustainability is considered as moderately likely to achieve.

B3. Institutional Framework

133. Institutionally, UNEP was to play a lead role in overall implementation of the project and have the authority of managing it, which it did. However, the Task Manager would have appreciated higher level of interest in the project from other units and from the leadership.
134. The coordinating responsibility of the project was in place as per the project document and included a project implementing committee, different technical boards and other ad-hoc bodies (refer to Annex 8) but not all of them have been active in ensuring effective implementation of the project. The executing agency tried to involve some of the Project Implementation Committee members (i.e. ILO and WHO) informally to keep them constantly informed about progress on implementation and to find out whether they would contribute any ideas to any of the processes.
135. Notwithstanding the above, the project is developing institutionally. Many regional and international organizations are gradually appreciating the role workers and their trade union are playing in the sustainable development agenda and accordingly, are creating the space for sustainable development to form part of their work agenda. The green economy agenda by UNEP is part of the drive towards institutionalization; it is being mainstreamed in their work. For some international organizations such as ILO, sustainable development is all new when it comes to mainstreaming it in their work, thus affecting the rate at which mainstreaming of gains of this project is taking place.
136. At the regional level and from the experience of this project, financial autonomy is important for developing institutionally. The regional office in Togo, for example, cannot function effectively without a dedicated funding for the office. Having their own funds can enable them to implement their own action plans.
137. The setting up of the ITUC-Africa is evidence of the willingness to develop institutions to champion the course of the project for sustainability. They will however need support from UNEP and other international agencies to make this happen and to ensure sustenance of the project results towards greater impact.
138. The rating for institutional framework is considered as **moderately likely**.

B4. Environmental Sustainability

139. Globally, international organizations of the UN and others are concerned about climate change and encouraging national governments to identify and use adaptations and mitigation approaches to reduce the effect on areas such as food production. The project has made it possible for the drafting of investigative papers

on green jobs. One of such papers entitled ‘Women Workers and Green Jobs: Employment, Equity, Equality’, was an analysis of (a) the potential and recent advances made in the creation of green jobs and their relation to the reduction of energy intensity, the protection and recovery of ecosystems, and the reduction of waste and contamination, and (b) women’s access to these new jobs in sectors such as renewable energy, green construction, and alternative automotive production, and the necessary measures that should be applied in terms of stimulus policies so that they are not left out.

140. The establishment of the position at the regional level committed to environmental and sustainable development issues is an indication of a strong intention to integrate these issues within trade unions’ broader strategies and action plan. This position is the beginning of institutionalizing the environmental concerns with the structures of the trade unions and it is meant to strengthen the structure for trade unions and expand their activities. These efforts are all geared towards environmental sustainability of the project.
141. Another case study selected for adaptation and replication is on pesticides. The project aimed at reducing the risk of pesticides use to workers’ health and the environment. This was carried out with IUF and with workers and their trade unions in the sugar and cotton sectors in Benin, Burkina Faso, Senegal and Mali. The project involved training events carried out in each of these countries bringing together a total of 55 trade unions participants. The result of this project was a training manual on pesticides in French meant to guide workers and trade unions on the use of pesticides on the dangers associated with the use of pesticides on health, the environment, etc. The case study therefore is not only to help protect the health of workers, but also the environment. A similar training in Peru as mentioned earlier was aimed at training workers and trade unions in the use of renewable energy technologies in the construction industry. Specifically, the training was on the installation and maintenance of solar and photovoltaic energy technologies. These technologies have lower environmental impact and also promote sustainable development, thus considered as appropriate for future energy needs. It also helps in the promotion of green jobs. Forty people participated in this training, made up of trade union representatives, students, construction workers and civil servants.
142. Additionally, the global and political interest in and concern for the environment and sustainable development favour the sustainability of this project. The project therefore has favourable environmental factors that are not likely to become impediment to future flow of project benefits.
143. As a component of the case studies, young trade union leaders were trained in Argentina.
144. This is rated as **highly likely** based on the above analysis.

B5. Catalytic Role and Replication

145. The 4 case studies that the project selected were meant to be adapted/replicated. The intention of Result 2 in the project document therefore is geared towards a catalytic role and replication. Paragraphs 144 to 145 are examples of the efforts the project made to ensure that these case studies played a catalytic role that should lead to replication. A number of training sessions were organized for workers and their trade union representatives in some of the good practices that the 4 case studies exemplified, such as sound management of chemicals, safe and healthy working environment and environmental protection in hotel facilities. The training sessions were in the area of labour, sustainable development and environment. There was an occupational training course on renewable energy technologies for workers in Peru which benefited other participants including civil servants, technicians, students, etc. There was also a training session on pesticides for workers in West Africa. The training of people other than the trade union representatives and workers suggests that these case studies have catalytic roles because of the multiplier effects they are expected to have.
146. The ITUC-Africa developed an action plan they intend to implement once they are able to source funding. Other programmes have been developed as a result of the project. These include country programmes that the national trade unions have undertaken in various forms. For example, to reduce the effects of climate change, the trade unions in Ethiopia have taken up tree planting at parks and the national government provided them land for that. There are trade union representatives that have started forming networks of informal workers in Togo around the effect of chemical on workers. In Peru, trade unions and other non-trade union members have been trained in renewable energy in the construction industry. These are all part of the catalytic effect of the project.
147. Workers and their trade unions have received some incentives/supports from trade unions in the North and other actors to enhance their work. The follow-up funding that has so far been enjoyed by the trade unions has been as a result of the impact they have made so far in enhancing their visibility through the environmental agenda.
148. Workers and their trade unions have produced and submitted several documents (76) geared towards achieving their agenda of sustainable development. Some of these documents which include policies, negotiation briefs, agreements, etc. have found their way in influencing trade union policies.
149. The project has changed the perception about trade unions for the better. They are now seen as not only bodies that fight for improvement in wages/incomes but for equally important aspects of development.

150. The project has created multiplier effects where local trade unions have taken it upon themselves to champion the course of their agenda. It has also allowed for multi-stakeholder dialogues to be initiated at different levels among variety of stakeholders.
151. In view of the above the rating for catalytic role is **satisfactory**.

Replication

152. Replication is defined as lessons and experiences coming out of the project that are replicated or scaled up. The project has the potential for replication and prior to the project coming to an end, there was evidence of replication since the national trade unions had started replicating the lessons and trainings at their local levels and sourcing funding independently to do so. In Brazil, for instance, the government occasionally provided financial support for trade union travels. .
153. Funding will be one major factor that can scale up and ensure replication of the project and without which the sustainability of the project could be at risk. The project in an attempt to ensure replication had Output 2 for that and extensive work was done to come out with four case studies for replication and adaption.

C. Processes affecting Attainment of Project Results

C1. Preparation and Readiness

154. The project document has defined clearly implementation arrangements, indicating roles and responsibilities of all partners (implementing and executing agencies, workers and their trade unions, overseeing boards and committees). It defined the membership of the project implementation committee to comprise of ILO, WHO and workers and trade unions. The document mentions the role of this committee as *‘providing overall policy guidance and vision on labour-environment links’* (See Annex 8).
155. The above arrangements to a large extent were implemented, but the three boards responsible for overseeing the implementation of the three results did not have any meetings.
156. The project document defined the caliber as well as the qualifications and the job description for the project officer (task manager). The project document states that the project officer should have *“at least three years’ relevant experience and progressive responsibility in national or international development, social and/or environmental issues, including working experience with developing countries”*. There was compliance with the above.

157. The major activities of the Project Task Manager include among others, providing assistance “*in facilitating the performance of secretariat functions, particularly in relation to the organization of conferences and meetings, the information clearing house and project management*”, and “*provide administrative and substantive support to global and regional meetings, training workshops, seminars including, where appropriate, developing agenda topics, identifying participants, preparation of background documents and presentations, handling logistics, etc.*”.
158. The project document also clearly spells out the types of reports that were required, the contents of the reports and the reporting format prior to the commencement of the project and there was compliance with this also.
159. As mentioned earlier, the broad roles and responsibilities between UNEP and Sustainlabour on the project were defined in the project document but were not clearly negotiated at the commencement of the project which affected the preparation and readiness for project take-off. In some instances therefore, both Sustainlabour and the implementing agency were doing the same things, such as the organization of and training. These roles and responsibilities however became clearer over the lifetime of the project as the two organizations kept learning on the job and adopting the best strategies for dealing with issues that confronted them. The process was a learning one for UNEP as the implementing agency, Sustainlabour as the executing agency and workers and their trade unions as the beneficiaries.
160. The project document showed evidence of project preparedness and readiness before implementation of project began. The document clearly spelt out the roles of all key stakeholders and provided timeframe and the logical framework showing the activities to be carried out and expected outputs and outcomes, although some of the indicators were not SMART in the logical framework. The document also showed the budget lines for the project.
161. The rating for preparation and readiness is **satisfactory**.

C2. Implementation Approach and Adaptive Management

162. The project objectives and components were clear and implementation appeared feasible and practicable at the beginning of the project but at its commencement, it was noted that the roles and responsibilities were not as clear as they appeared in the document and therefore created an initial challenge for the executing and implementing agencies. During the first phase of the project implementation, funding was timely but subsequently decisions on how much the project was going to receive came too late and made planning difficult. After the first year, the Spanish Government also requested for annual plans which meant adapting the programme all the time to suit the funding government.

163. The project was initially designed to be implemented in three regions (Africa, Asia Pacific and Latin America and the Caribbean). There were approved revisions partly due to pressure to include European countries on the project. Work in Eastern Europe and Central Asia has been new and pioneer in nature which has reflected in the regional distribution of participation level in project as 4%. The project revisions were backed with 24% increase in project funds, which is the adaptive measure employed to contain the unplanned changes. The budget was revised four times. There was also reallocation of funds following extension of the project timeframe but this did not change the overall budget. There were two revisions that were due to the excess funding from the donor, the third revision was due to the needs of the new region and the fourth was to accommodate the extension of the project time to June 2010.
164. The additional activities required additional staff for effective project implementation but this was not initially planned for and therefore not in place much as it increased project activities and responsibilities. Absence of corresponding human resource put some stress on Sustainlabour and UNEP. The capacity of the limited staff of the two organisations to execute the project was underestimated.
165. The Project Task Manager performed these roles credibly despite the challenges of inadequate staff. She organized and participated in international training events, provided backstopping/feedback, organized and reviewed all project reports. She also contributed to and reviewed training materials and organized and delivered at training of trainers workshops. She provided background information to project evaluator and made available to her all necessary documents for the evaluation.
166. As part of implementation, the executing agency was expected to produce regularly reports. These reports were basically progress, terminal and financial reports. The project task manager ensured that quarterly and annual reports were prepared and submitted on time. There were several informal telephone communications between Sustainlabour and UNEP and between Sustainlabour and the trade unions. This medium was used to follow up on activities and to enhance project coordination generally.
167. Although counterpart resources were assured (that is in kind contributions of UNEP and Sustainlabour), UNEP felt they could have undertaken more activities and coordinated the project better if they had more funding. ITUC Africa expressed the same concern. It was of the view that many of the activities in their workplan could not be carried out due mainly to lack of direct engagement with UNEP.
168. The implementing committee as per the project document worked as the project steering committee.

169. Project activities in the logical framework did not have any activity on gender although a few activities were undertaken under gender which was probably not considered in the initial project design.
170. The rating on implementation approach and adaptive management is **moderately satisfactory**.

C3. Stakeholders⁸ Participation and Public Awareness

Project Partners

171. Past trade union events, international environmental events, case studies, annual consultative meetings (e.g. the 2006 trade union assembly held in Nairobi, the works of UNEP/DTIE, WSSD, Global Women's Assembly on Environment, etc.) and research were among approaches used to identify project partners. The trade union assembly held in 2006 prepared the grounds for the identification of key project partners. The key partners were therefore identified as part of the preparation of the project document to provide strategic direction.
172. Internal partners of the project, according to the project document, included a number of UNEP divisions (i.e. Division of Communication and Public Information (DCPI), Division of Environmental Policy Implementation (DEPI), Division of Environmental Law and Conventions (DELIC), Division of Technology, Industry and Economics (DTIE), and Division of Early Warning and Assessment (DEWA). Other partners include policy makers, ILO, civil society organizations (including scientific institutions and academia) and WHO. In practice however the implementation mechanism that shows the role of these internal partners was not functional.
173. There was limited involvement of some partners such as WHO with little contribution towards project goal.
174. The project stakeholders were the workers and the trade unions they represent. These include workers and their trade unions organized by country, thematic area or by sector. It also includes members of ITUC, TUAC, Sustainlabour and its affiliates.
175. The project partners and stakeholders were identified on the grounds that they have the skills and capacity it takes to implement the project. Workers and their trade unions have well defined structures and believe in solidarity. They also have a large constituency and a wide coverage, ranging from geographical boundaries across the breath and length of the globe to various sectors of work.

⁸ The Terms of Reference for this assignment defines stakeholders as the individuals, groups, institutions, or other bodies that have an interest or stake in the outcome of the project. The term also applies to those potentially adversely affected by the project.

176. Throughout the project lifespan, there was a strong collaboration between the project partners and the stakeholders as well as some actors that were in support of the project and its course. Even where some of the partners were inactive in project implementation, informally they were regularly informed about progress. The ITUCs were very strong partners and were fully engaged in all aspects of the project and took charge in the organization of the regional training events.

Public awareness activities

177. The trade unions have as their strength the capacity of mobilizing and fighting for the rights of their constituencies, which are workers. They have a large constituency globally and they are a force to reckon with in achieving an objective. The project involved awareness creation as one of the three expected results. The participation of workers and their trade unions in international events such as the conferences of parties (CoPs) of the UN was well documented and shared globally through various means of communication with their constituencies.

178. The website of Sustainlabour recorded 150,288 visits a year. The project produced 6 videos with contributions from 47 trade union organizations from close to 28 countries. Brochures on climate change were produced for the purpose of dissemination of information on the project.

179. Several workers and their trade unions have been organizing training workshops at the national and local levels to inform their members about the environment and labour nexus. This is done on their return from international or regional training events. Some of the representatives testified that their participation in training and international events exposed them to the issues of climate change and chemical management.

180. Some workers and their trade union representatives have undertaken a wide range of consultative meetings at the national and local levels but funding to do more have been a limiting factor and therefore a weakness that makes it difficult to reach many more workers and their trade union members at the local levels for the desired impact to be made.

181. The overall rating on stakeholder engagement and public awareness during the project implementation can be considered as **satisfactory**, despite some level of non-cooperation from some of the stakeholders and partners.

C4. Country Ownership and Driven-ness

182. The project was not designed to be implemented with direct involvement of any government although governments through their national trade unions have associated with the issues as they relate to environment and labour, particularly issues of climate change, and so have bought into the debate.

183. The political and institutional frameworks of participating countries were conducive to project performance, particularly the issue of climate change and their effect on food and job security globally. Governments' support includes sector ministries initiatives to work closely with trade unions on environmental issues. Additionally, trade union representatives serve on national committees that work on issues related to environment. Government officials participate in trade union training workshops/seminars at national and international levels. Governments also offer limited assistance through resources for trade unions.
184. National trade unions are beginning to drive the agenda on labour and environmental issues in their countries. There was evidence of trade unions in the north supporting those in the south in some of their events. TUC-UK provides support for trade unions in the south to undertake a number of activities including research. Brazil as a nation is also supporting their own trade unions' participation in events which is contrary to the practice in the past where someone had to pay for them.
185. Workers and the trade unions worked with non-governmental organizations which include the academia, civil society organizations including those in the informal sector and various networks.
186. Based on the issues the project is interested in which national governments have also shown interest in and are supporting in various forms other than financial, the rating of the country ownership and driven-ness is **moderately satisfactory**.

C5. Financial Planning and Management

Project Cost and Financing

187. The project was largely funded by the Spanish Government and UNEP. At the commencement of the project in April 2007, a request of US\$ 1, 336,693 was made and by June 2010 a total amount of US\$ 1, 932,005 had been received. There was a 24% budget increase and extension of the project implementation to June 2010 and this allowed some more work to be done on the communication materials, including customization of the training materials at the regional level. The additional funding received from the Spanish Government was US \$595, 312.
188. As mentioned earlier, in 2009, the project budget was reviewed to make room for overheads and other administrative costs incurred by the implementing partner, Sustainlabour, which had to be better accounted for. This was to reflect reallocation of unspent balances among activities without changes to the total project budget. The above problem arose as the actual costs of some case studies/regional training sessions were less than they were budgeted for. The reallocation was also to sponsor other greater needs that were not adequately provided for such as provision for greater sponsoring needs for trade union delegates/negotiators in international

environmental meetings like CoP 15 and other capacity building activities such as national seminars.

189. At the end of the project (June 2010), the budget shows an amount of US\$54,960 which was yet to be expended and this is supposed to be used to complete two activities, the terminal evaluation and the compilation of the end of project publication.
190. Generally, funding for the project was adequate but decisions regarding how much the implementing partners were to receive for subsequent years came late and made planning difficult. This resulted in delays in the implementation of some of the activities and also put pressure on Sustainlabour to deliver on time, which meant putting in more hours to ensure work was on course.
191. It was noted that dependence on a single donor was not the best for a project of this nature in that the project suffers when the donor is no longer able to provide the financial support. This can affect the implementation of activities or truncate the project abruptly.
192. In the office of the ITUC-Africa, the problem has been a mismatch between the amount of funds allocated and the size of ITUC Africa membership to implement effectively planned activities. This makes it difficult for the region to carry out all of its planned activities in order to make significant impact that can lead to a visible change. In the case of Africa and unlike the other regions, more national and workplace training is needed in order to create awareness on these 'new' issues i.e. climate change, food security and sound management of chemicals.
193. A summary of the financial report of the project is presented in Table 1. The Spanish Government budgeted for US\$1932005 towards the project at its commencement. At the end of November 2010, the actual total expenditure on the project was US\$1886269 (see Annex 10). Thus, actual expenditure was US\$45,736 less what was budgeted for. According to the Financial Task Manager for the project, in terms of financial reporting (financial audit, clarity and transparency, etc.), were strictly adhered to. Financial reports were timely and professionally done and therefore the project had no problems with financial reporting. This was also confirmed by Sustainlabour when reviewing their financial reports. There were timely submission of financial and audit reports throughout the project life.

Table 1: Financial Report of the Project

Project Budget	USD
Budget for Implementing partner- Sustainlabour	1,191,626
Budget for UNEP	597,268
Subtotal project cost (Sustainlabour + UNEP)	1,788,893
Programme support cost 8%	143,112
Total Project cost	1,932,005
Total cost to donor	1,932,005
Total Cost to UNEP (in kind contribution)	210,600
Grand total Cost of the Project	2,142,605

Source; TUP 1 Terminal Report, March 2011

194. UNEP in-kind contributions included (i) contributing to and reviewing the training materials (activities 1.2. and 1.3.), (ii) organizing and delivering the Training of Trainers and the four regional training events (activities 1.4. and 1.5.), and (iii) contributing to the implementation of the four case studies and their sustainability over the long term.
195. The total in-kind contribution from Sustainlabour has been an amount of US\$122,593 and has covered the following: (i) providing support to trade unionists' participation in key international events relevant to the project and the strategic lines of action (activity 1.6); (ii) organizing and delivering training workshops at the regional and international levels (activity 1.5); (iii) contributing to increasing the project's visibility through outreach activities and ongoing awareness-raising initiatives for workers and trade unions (activity 4.1); (iv) elaboration, review, and distribution of training materials (activities 1.2 and 1.3), (v) contributing to the adaptation and implementation of the four case studies (activities 2.1, 2.2, 2.3).
196. The cascading training structure across several levels has also yielded additional training activities carried out and financed by trade unions themselves, using the knowledge, techniques and training instruments designed in the framework of the project.

C6. UNEP and Sustainlabour supervision and backstopping

197. The purpose of supervision is to verify quality and timeliness of project execution in terms of finances, administration and achievements of outputs and outcomes in order to identify ways to deal with problems which arise during project execution.
198. Being the first joint-project of this kind and magnitude for both Sustainlabour as a civil society organization and UNEP, managing the project became challenging for the two parties in view of the absence of clear roles and responsibilities. For example, the Task Manager and the executing agency were both involved in the training at international events. The project however served as a learning process and capacity building for the

two organisations. It was the first project that made Sustainlabour for the first time to put together all the objectives of their organization, which was broadly to promote trade unions' actions on environment. From this background, Sustainlabour needed more supervision and direction but this supervision was generally not enough hence the initial teething problem of learning how to do new things. They appreciated the fact that UNEP had challenges with human resource, which had a trickle-down effect on their performance too.

199. There were about five face-to-face meetings of the project implementation committee that was made up of Sustainlabour and UNEP Project Task Manager to discuss progress of work. The programme officer from Sustainlabour and ITUC leaderships occasionally participated in some of these meetings. Two of such formal meetings were held in Paris and another in Madrid. The committee often took advantage of their presence in Nairobi, Kenya for other events to also have some informal discussions regarding project performance and for the Project Task Manager to provide the necessary backstopping. The other three boards mentioned in the project document did not meet at all but they were regularly informed informally about planned activities to seek their inputs. Beyond the above, there were several telephone communications between the executing agency and Sustainlabour as a way of providing the necessary backstopping and following up with progress of work. Sustainlabour also relied on telephone calls and the use of the Internet to link up with its constituencies – the trade unions. This increased the administrative cost of Sustainlabour and explains the reallocation of budgets in some instances.
200. Being a new initiative, the project was used as a tool which brought on board other stakeholders such as ILO and WHO that helped in shaping the approaches the project should adopt. It was also difficult to foresee what would work and what would not when the project started and so the entire execution of the project was a learning process that made the implementing and the executing agencies to be in touch regularly for the purpose of providing the backstopping.
201. At the commencement of the project, the Spanish Government did not give UNEP and Sustainlabour any requirements/procedures regarding the use of the funds. This allowed the project designers (which included Sustainlabour) to have a free hand in deciding on the budget and how it should be used but within the framework of the project intentions initially until it (Spanish Government) started demanding for annual plans.
202. The rating here is moderately satisfactory.

C7. Monitoring and Evaluation

M&E Design

203. The project had no designed M&E plan in the project document. The Logical Framework and the workplan in the project document served the purpose of monitoring

leading finally to the terminal evaluation in the absence of a well designed M&E plan. While the Logical Framework provided the specific objectively verifiable indicators (OVIs), the workplan provided the timelines for accomplishing the tasks.

204. Results 1 and 2 had clear and measurable objectively verifiable indicators (OVIs) but this was not the case for Result 3. The OVIs for Result 3 as per the project document were two; ‘Weblogs ‘and ‘articles in workers and their trade unions specialized journals’. These two indicators, for example, are not SMART.

M&E Implementation

205. The project document lumped monitoring together with evaluation and this reflected in the activities under Results 4 in the logical framework. This overshadowed the monitoring component while the evaluation component was well catered for in the project document.
206. The project budget for Sustainlabour shows allocation of US\$32,200.00 for the M&E (activity 4.1) (see Annex 3.2), but there was no monitoring plan to guide the expenditure for monitoring, although that for evaluation was done.
207. The arrangements for terminal evaluation were well thought through and the evaluation TOR was very detailed, indicating what the targets for the output of the evaluation should be and the reporting format of the evaluation. The terminal evaluation was adequately budgeted for. Due to the delays in commencing the evaluation process, the number of countries that were initially included in the evaluation had to be reduced to enable the evaluation to be done within the limited available timeframe. As such the initial visit planned for Latin American did not happen and another African country (Senegal) did not come on.
208. The rating for M&E implementation is **moderately satisfactory** in view of the fact that there was no M&E plan but the Logical Framework and the workplan served the purpose.

D. Complementarities with UNEP Strategies and Programmes

Linkage to UNEP’s Expected Accomplishments and PoW 2010-2011

209. The project had a strong linkage with UNEP’s expected accomplishments and PoW 2010-2011 although the project was designed prior to the preparation of the PoW 2010-2011. Using the ROtI analysis, the project has made a very important and tangible contribution to project impact (see paragraphs 78 79 and 80 for further details that have already been discussed). Alignment with the Bali Strategic Plan (BSP)

210. The overall objective of the project falls in line with the Bali Strategic Plan (BSP). Some of the BSP objectives that resonate with that of the project “Strengthening Trade Union Participation in International Environmental Processes” include among others the following:

- a) To strengthen the capacity of Governments of developing countries as well as of countries with economies in transition, at all levels;
 - (i) to implement programmatic goals set by the Governing Council/Global Ministerial Environment Forum, in parallel to the response by UNEP to requests by Governments for targeted capacity-building within the mandate of UNEP;
 - (ii) to participate fully in the development of coherent international environmental policy;
 - (iii) to comply with international agreements and implement their obligations at the national level;
 - (iv) to achieve their environmental goals, targets and objectives, as well as environment-related internationally agreed development goals, including those contained in the Millennium Declaration, the Plan of Implementation of the World Summit on Sustainable Development and the outcomes of other major United Nations conferences and international agreements, thus enhancing the environmental sustainability of their countries’ development;
- b) to provide a framework for capacity-building to ensure the effective participation of developing countries as well as countries with economies in transition in negotiations concerning multilateral environmental agreements;
- c) to integrate specific gender-mainstreaming strategies, as well as education and training for women, in formulating relevant policies, and to promote the participation of women in environmental decision-making;
- d) to enable collaboration with all relevant stakeholders and provide a basis for a comprehensive approach to developing partnerships, including public-private partnerships.

211. Workers and their trade unions through their participation in international events on the environment have come out with a number of resolutions and policy recommendations for implementation at the international and national levels. The decreased number of trade union representatives that participated at the recent 2011 Conferences of Parties of the UNFCCC is an indication of their frustrations

that are gradually building up as a result of not seeing a number of their policies and resolutions being implemented by the international bodies. Workers and their trade unions have also done a lot of work in terms of training at regional and national levels on sound management of chemicals, with the case study in West Africa on pesticides being one of the successful achievements in relation to that. This case study has led to the publication of a training manual which can be used by all other trade unions for training. Additionally, one of the four selected case studies was on chemical risk management in hotels in Malaysia.

212. The project has helped in strengthening the capacity of governments of developing countries through the participation of some government officials in trade union events on the environment and through close collaboration between the trade unions and the targeted sector ministries. The level of awareness among governments on climate change has increased and many of them have put in place various programmes to reduce the effects of climate change. Trade union representatives also serve on government committees and governments are beginning to work towards reducing climate change.
213. The alignment with the Bali Strategic Plan is rated as **satisfactory**.

Gender

214. The history of the trade union workers globally shows that women rarely rise to the top and therefore getting more women to participate in trade union events at the international level has always been a problem to ensure gender equity. It was therefore part of the objectives of the project to integrate gender in the project and so, where possible, efforts were made to bring women on board.
215. For the entire project period (2007 -2010) there have been 42% and 59% women and men, respectively, in all international meetings and events. Some of the events were solely for women. ITUC organized the first World Women's Summit Conference. This summit brought together about 465 trade union representatives from over 100 countries in Brussels in October 2009. The summit led to the production of a report entitled "The Decent Work Agenda: A Gender Perspective". This was to contribute to the project objective of increasing women's representation in policy decision making on environmental issues. Further, as a result of the summit, the project funded one major research on 'Green jobs and Women Workers: Employment, Equity, Equality' and the draft report has been made available for dissemination.
216. There were four case studies that the project funded that had a gender focus. These are:
 - Women workers in the PV industry in Italy

- The Keiskammahoek project South Africa
- Women's participation in the forestry sector in India
- Gender segregation in the US construction industry

217. In addition to the above, there were two side events at CoP 15 on Women and Green Jobs and Financing Climate Change.

South-South Cooperation

218. The project did not plan to promote south-south cooperation and there was no reference to it in the project document. However, South-South cooperation in the project has been more in the form of solidarity and political support among the trade union partners/beneficiaries. The regional workshops provided such an opportunity for the trade unions to reaffirm their solidarity with each other. The south-south cooperation also manifested in knowledge sharing and participating in training activities of other nations in the south. ITUC regional workshops fostered this relationship. It was however common in this project to find North-South cooperation being enhanced in some cases and also being established in others as a result of the project.

219. The above, notwithstanding, the South-south cooperation to some extent suffered from language barrier and the different conditions existing from one place to the other due to regional environmental, social and economic diversity, and the level of development of the workers and their trade unions.

220. The rating for complementarities with UNEP strategies and programmes is **satisfactory**. There is weak south-south cooperation and weak gender impact of the project which influenced this rating.

PART III. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

221. Table 2 below presents the summary of ratings based on Performance Criteria described in the TOR and in Part II of the report. Though this project has been a unique one and the first of its kind to be implemented by UNEP and Sustainlabour, the level of achievement of results was generally high as shown in Table 2.
222. The project was successful in achieving its objectives, which involved strengthening the participation of trade unions in international environmental negotiations. Within the three years of the project's lifespan, the participation of workers and their trade unions, particularly the participation of trade unions from the African region, in international events on environmental and chemicals issues have increased. Though there had been a few management challenges relating to communication, human resource and revision of the budget after the project was extended, the achievements are worth commending. The training manuals had to be revised based on feedback the executing agency had from the various training sessions.
223. The project has had a multiplier effect at the national level and across different geographical boundaries with varied stakeholders involved, such as the academia, civil society organisations and government officials. The project made it possible for Sustainlabour, for the first time, to work towards the realization of all its objectives in a single project.
224. Members of trade union bodies in countries that benefited from the project have gained knowledge in climate change, sound management of chemical and other environmental issues. It is anticipated that the creation of focal points at the national level will enhance the participation of local trade unions in national programmes and debates on climate change issues. Awareness raising and capacity building activities resulted in a number of resolutions and agreements.
225. Further, the project has contributed to the building of union strategies to face current challenges of unsustainable models of production and consumption and has provided tools to advance towards a low carbon economy, while addressing the current social inequalities and promoting decent jobs.
226. There is a huge potential for the replication of trade unions' experiences as there is a clear demand for undertaking more actions on environmental issues at international, regional and national levels.

227. The project has demonstrated that it has a multiplication effect globally and other organisations other than trade union workers are willing to come on board to discuss and share experiences on sustainable development issues particularly climate change and the effects of chemicals. Beneficiaries of the project have also built several networks that have interest in the same environmental issues.
228. Several experiences from this project show that once the environmental dimension is introduced into the trade union agenda, it will naturally become part of the strategy and of every-day trade union action. This deduction is because outcomes of international seminars have shown that workers and their trade unionists are willing to go back and embark on activities as a result of the knowledge acquired and these activities or programmes are being carried out at local and regional levels. For example, women trade unions in Togo have developed a proposal and are looking for funding to undertake further awareness creation exercises in Togo. Similarly, in Ghana, a national policy on safety, health and environment has been prepared waiting for parliamentary approval which has been propelled by the participation of the trade union representatives in this project. In Argentina young trade union leaders have also been trained to ensure sustainability of this agenda.
229. Another example is the case of Peru, where training in energy technologies for the creation of green jobs was undertaken. The training was provided for technicians, students, government workers and teaching professionals in photovoltaic energy. Although the participants at this training session included 40 trade union workers, the idea of including teaching professionals and students, for example, was for the purpose of multiplication effect that is expected through knowledge sharing and transfer as well as replication. It was also meant to develop skills needed for the creation of green jobs and moving towards greener economy.
230. Regarding the sustainability of the gains of this project, financial sustainability appears to be the critical one without which continuation of further and new activities could be slowed down. Notwithstanding the fact that national governments have hailed the project, they have not fully supported it financially to ensure the realisation of the resolutions, policies and agreements. The non-implementation of the resolution/agreements/policies that the trade unions have come up with could be demoralising for them and this could affect their zeal and enthusiasm developed during the lifespan of this project.

Finally, the project has been a pioneer initiative allowing for unions' voices to be heard on environmental issues in relation to labour and paving the way for their greater participation in areas where they initially have had little involvement. An example is the policy for moving towards greener economy.

Table 2: Summary of Ratings based on performance criteria described in Part II of the report.			
Criterion	Summary Assessment	Rating	
		Evaluator Evaluation Office	
A. Attainment of project objectives and results	A substantial volume of work has been accomplished during the project lifespan. The project has been one of the major contributions to the implementation of the resolutions adopted at the 2006 trade unions assembly held in Nairobi, Kenya. The project succeeded in creating a large global network with an extensive capacity of for disseminating information, and provided grounds for multi-stakeholder dialogue, laid the foundations for a conceptual framework on the inter-linkages between labour and the environment, and for building partnerships and synergies to better address environmental challenges. As a result of the capacity building activities, the trade union workers have also provided interventions at various levels from working groups to high level meetings on a varied number of issues ranging from sustainable development, climate change negotiations, employment, just transition, green economy to environmental governance satisfactory .	S	S
1. Effectiveness	The overall rating on effectiveness is moderately satisfactory , considering the initial teething problems for the two main project partners and the others and budget revisions that took	MS	MS

	place although it did not change the overall cost of the project. The pressure to include European trade unions and additional activities came with 24% increase in project funds.		
2. Relevance	In view of the global nature of the overall objective and the favourable political climate the project has contributed to achieving UNEP's MTS and PoW, as well as two Millennium Development Goals (goals 1 7 &). Thus, the overall rating of relevance is highly satisfactory .	HS	HS
3. Efficiency	The overall rating on efficiency is satisfactory , illustrating strong efforts and potential for cost-effectiveness despite the unplanned revisions and budget increase of 24% which however did not have any financial repercussions as a result of the prudent management and reallocation of funds.	S	S
B. Sustainability of project outcomes (<i>See BI</i>)	With the exception of the financial resources that could pose a risk to project sustainability if other donors (apart from Spain) do not support the process, the other criteria for rating sustainability do not pose a threat to project sustainability.	ML	
1. Financial	The rating for socio-political sustainability is satisfactory	ML	
2. Socio-political	Reliance on a single major source of funding is risky. Actors are supporting the agenda but very little is being done by national governments.	L	
3. Institutional framework	Generally, the political institutional support from the UNEP top management for the project was weak despite the existence of the UNEP's institutional framework that partly informed the	ML	

	design of the project and the identification of partners		
4. Environmental	The project has political legitimacy because it responds to the mandates of several international organisations, such as ILO, UNFCCC, UNEP subprogrammes 4 & 5 and WHO. Additionally there is evidence of increased level of participation of trade unions in international events due to increase knowledge in environmental issues.	HL	
C. Catalytic role (<i>See B5</i>)	<p>There is a huge potential for the replication of trade unions' experiences as there is a clear demand for undertaking more actions on environmental issues at international, regional and national levels. Capacity building activities have taken place at international, regional and national levels which has made trade unions appreciate the issues better and is urging them on to bring more people on board.</p> <p>The project has demonstrated that it has a multiplication effect globally and organisations other than trade union workers are willing to come on board to discuss and share experiences on sustainable development issues particularly climate change and the effects of chemicals. Beneficiaries of the project have also built several networks that have interest in the same environmental issues.</p>	S	
D. Stakeholders involvement (<i>See C3</i>)	There was high level of engagement and commitment of project partners and stakeholders to ensure achievement of project results and outcomes.	S	S

E. Country ownership / drivenness <i>(See C4)</i>	Country-ownership is high. This is demonstrated by the number of government representatives that have participated in the capacity building events of the trade unions. At the national level, government representatives and ministries have been working with trade unions to achieve the objectives of the project. Notwithstanding the fact that national governments have hailed the project, they have not fully supported it financially to ensure the realisation of the resolutions, policies and agreements.	MS	S
F. Achievement of outputs and activities <i>(See A)</i>	But for some aspects of Output 2 to be completed, over 95% of activities in the logical framework have been accomplished and Outputs 1 and 3 have completely been achieved.	HL	HL
G. Preparation and readiness <i>(See C1)</i>	There were no major events that were not known to the project implementing team prior to the revisions and extension, despite the initial teething problems of learning to find one's feet around the project.	S	S Project steering committee in place. A fairly clear project document. Objectives of the project were clear. Partnership arrangements were clearly defined.
H. Implementation approach and Adaptive Management <i>(See C2)</i>	Inadequate political support from other units of UNEP and the executive, the challenges of communication/language and human resource were the main challenges in managing the	MS	MS In addition, steering committee meetings

	project for both the executing and implementing agencies.		were used for adaptation. Reference inclusion of gender activities.
I. Financial planning and management (<i>See C5</i>)	The initial financial planning and management was altered as a result of the increase in budget for the project by 24%, the revisions that called for reallocation of funds to take care of extension of project deadline from May 2009 to June 2010.	MS	S
J. Monitoring and Evaluation (<i>See C7</i>)	<i>The logical framework, the indicators for measuring achievements and the workplan that provided timelines were available and aided monitoring of the project in the absence of an M&E plan.</i>	MS	MS
1. M&E Design	There was no specific M&E design for the project. The logical framework and the workplan served the purpose.	MU	MU
2. M&E Plan Implementation	The rating for M&E implementation is moderately satisfactory in view of the fact that there was no M&E plan but the Logical Framework and the workplan served the purpose.	MS	MS
3. Budgeting and finding for M&E activities	Monitoring cost was embedded in administrative cost as no specific budget was made for monitoring but evaluation was budgeted and planned for.	MS	MS
K. UNEP Supervision and backstopping (<i>See C6</i>)	UNEP and Sustainlaour supervision was initially challenging when the project began but with time this improved as the two organisations quickly learnt and overcame the challenges. The	MS	S This was a unique

	challenges of human resource affected delivery of the two organisations, U NEP and Sustainlabour.		project undertaken for the first time. Initial teething problems are normal with such project.
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General Rating

- HS = Highly Satisfactory
- S = Satisfactory
- MS = Moderately Satisfactory
- MU = Moderately Unsatisfactory
- U = Unsatisfactory
- HU = Highly Unsatisfactory

Ratings for sustainability sub-criteria

- HL = Highly Likely: there are no risks affecting this dimension of sustainability
- ML = Moderately Likely: There are moderate risks that affect this dimension of sustainability
- MU = Moderately Unlikely: There are significant risks that affect this dimension of sustainability
- U = Unlikely: There are severe risks that affect this dimension of sustainability
- L = Likely

F. Lessons Learned

231. The method of combining the discussions and training on two major topics of political interest globally on one hand and to trade unions on the other, made the discussions of these two major topics on one platform or at one training/meeting complex. These major topics are climate change and chemical management. Each is equally important and complex to comprehend and so requires a lot of time for such discussions. It is therefore recommended that in future the methodology should be revisited based on the issues of political interest internationally and treated separately to give each one adequate time for sharing and learning if this is to be effective.
232. The approach to training at regional meetings should also be revisited to enhance learning through sharing because experiences from the regions could be equally important learning points and this allows for the participants to express their know-how levels based on their own or country-specific experiences. For example, climate change is experienced differentially across regions and even across nations.
233. There is evidence of increased interest among trade unions to produce policies, positions papers and resolutions towards moving the agenda on sustainable development and the environment forward. The project has demonstrated that the trade unions have the zeal to sustain the gains of this project but provided national countries support it financially to ensure sustainability.
234. The project has strengthened capacity of executing civil society organization (Sustainlabour) and implementing agency although this was not originally envisaged. Thus, the project has been of benefit to both organizations, calling for more collaboration of UNEP with NGOs.
235. The cascading training structure across several levels has also yielded additional training activities carried out and financed by trade unions themselves, using the knowledge, techniques and training instruments designed in the framework of the project.
236. The collection of trade union experiences on the environment through the case studies was a valuable awareness-raising exercise on environmental and sustainable development issues in the workplaces and the potential for the replication of trade union experiences. The process allowed the identification of trade union priorities in terms of the case studies to replicate.

237. The project has created a sense of ownership among the trade unions and they are now convinced that they have to do more on their own to raise funds and plan their own activities in their work of labour and environment. The project has proved that trade unions can now drive the process.

Recommendations

238. Workers and their trade unions have well defined structures that they respect. They are also well organized in their approach to work and any interventions. Consequently, any further work with the workers and their trade unions should not ignore the structures of authority and command.

239. In future, the roles and responsibilities for all partners and stakeholders should be made clear in the project document as well as negotiated, particularly when the project is a maiden one that is also going to serve as a learning process for the executing and implementing agencies.

240. It is recommended that training manuals for specific regions with specific contents should be adapted to be used internationally by all workers and their trade unions for training purposes and information. This will be cost-saving and informative for all. For example, the document on hotel workers in Malasia could be useful to all regions and would therefore be cheaper to translate them to other languages for other users. Similarly, the document on pesticides for francophone countries in West Africa could be adapted and translated into other languages to be used by trade unions in the other regions. Issues that are country specific should be treated as such.

241. Despite the above efforts, there are still weak gender linkages between labour and environment and the above efforts could be eroded if not sustained through further capacity building at all levels. The top level of the trade union bodies particularly in Africa are also made up of more men than women. There are therefore deep rooted unsolved gender inequalities that could affect sustainability of the project benefits in some regions like Africa.

242. The success stories of the case studies have the potential of promoting practical skills at national level if supported and upscaled. The training in renewable energy for construction workers and students in Peru is an example of such practical skills which can easily be replicated.

ANNEXES

Annex 1: TERMS OF REFERENCE

Terminal Evaluation of the UNEP Project “Strengthening trade union participation in international environmental processes”

PROJECT BACKGROUND AND OVERVIEW

Project General Information⁹

Table 1: Project summary

<p>AGENCY’S PROJECT ID: SF/2000-07-01 (IMIS ID 2A61)</p> <p>REGIONS: Africa, Asia and the Pacific, Latin America and the Caribbean</p> <p>PROJECT TITLE: Strengthening trade union participation in international environmental processes</p> <p>IMPLEMENTING AGENCY: United Nations Environmental Programme</p> <p>EXECUTING AGENCY (IES): Sustainlabour, in collaboration with the International Trade Union Confederation (ITUC), the Trade Union Advisory Committee (TUAC) to the OECD and their affiliates</p> <p>DURATION: 26 months</p> <p>RESPONSIBLE DIVISION: Major Groups and Stakeholders Branch, Division of Regional Cooperation</p> <p>SUB-PROGRAMME: Biennium 2006-2007: Subprogramme 5 on regional cooperation and representation. Biennium 2010-2011: subprogramme 4 on environmental governance</p> <p>EXPECTED ACCOMPLISHMENT: PoW 2006-2007: improved engagement of major groups in the development and implementation of environmental policy. PoW 2010-2011: EA b - the capacity of states to implement their environmental obligations and achieve their environmental priority goals, targets and objectives through strengthened laws and institutions is enhanced.</p> <p>START DATE: April 2007</p> <p>TOTAL COST: US \$ 2,142,605</p>

⁹ Source: Project Document – Approved April 2007; Project terminal report March 2011.

Project Rationale

1. The first steps marking workers and trade union involvement in the sustainable development agenda was the Rio Summit in 1992. In the Summit, workers and trade unions were recognised as a major group for the implementation of Agenda 21 and this served as a driving force for acknowledging their social importance¹⁰. However, one of the most significant initiatives that have contributed to the ownership and involvement of workers and trade unions in sustainable development at the international level was the First Trade Union Assembly on Labour and the Environment organized by UNEP and Sustainlabour¹¹ in January 2006. The assembly provided an opportunity to put forward a new labour internationalism that allowed taking environmental issues into account in international trade. In the United Nations, it was the first time that environmental issues were integrated in a framework around the respect of fundamental labour rights, such as freedom for free association, collective negotiations, the need to establish fair transition policies as part of environmental protection, as well as stable and decent employment options for those workers affected by changes. The assembly laid the foundation for joint collaboration under the Labour and Environment Initiative, precursor of the activities of the project under evaluation.

2. The project “strengthening trade union participation in international environmental processes” has been one of the main contributions to the implementation of the resolutions adopted at the First Trade Union Assembly in an attempt to empower workers and trade unions in being active partners for progress on environment and sustainable development issues and launching related initiatives in their workplaces. The project was designed to address the gap in representation of workers and trade unions¹² in international environmental processes. The project targeted workers and trade unions due to their ability to stimulate debate around the social aspects of sustainable development while at the same time contributing to the debate on economic and environmental dimensions. The project was implemented in four regions, Africa, Asia Pacific, Eastern Europe and Latin America and the Caribbean, and focused on capacity building, adaptation of selected case studies and awareness raising.

Project objectives and components

3. The project aimed to strengthen the capacity of workers and trade unions to participate in the international environmental processes at UNEP MEAs, and other UN constituencies. It aimed to contribute towards improving environmental and sustainable development policies by leveraging the views, practical experiences and commitment of workers and trade unions. The goal was to provide grounds for multi-stakeholder dialogue and lay the foundations for a conceptual framework on the inter-linkages between labour and environment. Wherever possible, the project was to address the current imbalance in gender representation at the decision-making level in trade union bodies and pursued to build the capacities of female leaders in the labour movement. The Project also aimed to contribute towards poverty reduction through a rights-based approach to critical ecosystem services.

¹⁰ http://www.un.org/esa/dsd/agenda21/res_agenda21_29.shtml

¹¹ www.sustainlabour.org

¹² Workers and trade unions are one of the nine major groups of civil society as per the Agenda 21.

4. The project objective as stated in the Logical Framework (annex 8) was to “improve engagement of workers and trade unions in the development and implementation of environmental policy”.

The project had three planned results (“outcomes”) as stated in the Logical Framework:

- i. Increased participation of workers and trade unions in international environmental consultations
- ii. Increased capacities of workers and trade unions to replicate/adapt case studies on environment in their workplaces and their communities
- iii. Increased awareness of environmental issues among workers and trade unions

5. The project activities were grouped under four main categories, namely capacity building, adaptation of case studies, communication and public information, and monitoring and evaluation. The following three outputs, as stated in the Logical Framework, were planned to be derived from the completion of the activities:

- i. Increased participation of workers and trade unions in international environmental meetings (e.g. the UNEP Governing Council and associated meetings, the environmental conventions, etc.), including elaboration of position papers, statements, organization of side events, round tables, for enhanced partnerships between workers and trade unions and UN agencies
- ii. Case studies replicated/adapted in the workplace and in communities in Africa, Asia and the Pacific, Latin America and the Caribbean
- iii. Information and outreach material available in three languages (French-English-Spanish) on Labour and the Environment

Executing Arrangements

6. UNEP had the overall responsibility of the project implementation and management. The project was jointly implemented with workers and trade unions in order to build a greater ownership of the programme and guarantee sustainability in the longer term. The project was coordinated through a Project Implementation Committee which provided overall policy guidance, and technical boards which provided guidance on thematic issues. The main executing partner was Sustainlabour, and other collaborating partners were the International Trade Union Confederation (ITUC), and its affiliates. Sustainlabour was to act as the main interface body between the workers and trade unions and UNEP and responsible for the overview of the involvement of the workers and unions.

7. Internal partners included UNEP Division of Communication and Public Information (DCPI), Division of Environmental Policy Implementation (DEPI), Division of Environmental Law and Conventions (DELIC), Division of Technology, Industry and Economics (DTIE), and Division of Early Warning and Assessment (DEWA). Other partners included civil society organizations (including academic and scientific institutions such as the Cornell Institute for Labour), and policy makers, the International Labour Organization (ILO) and the World Health Organization (WHO).

Project Cost and Financing

8. The project was funded by the Spanish Government and UNEP.

Table 3. Estimated project costs per financing source

Project budget	USD
Budget for Implementing partner – Sustainlabour	1,191,626
Budget for UNEP	597,268
Subtotal project cost (Sustainlabour + UNEP)	1,788,893
Programme support cost 8%	143,112
Total project cost	1,932,005
Total cost to donor	1,932,005
Total cost to UNEP (in-kind contribution)	210,600
GRAND TOTAL COST OF THE PROJECT	2,142,605

Source: TUP 1 Terminal Report, March 2011

TERMS OF REFERENCE FOR THE EVALUATION

Objective and Scope of the Evaluation

9. In line with the UNEP Evaluation Policy¹³, the UNEP Evaluation Manual¹⁴ and the Guidelines for GEF Agencies in Conducting Terminal Evaluations¹⁵, the terminal evaluation of the Project “Strengthening trade union participation in international environmental processes” is undertaken at the end of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP and its partners. Therefore, the evaluation will identify lessons of operational relevance for future project formulation and implementation. It will focus on the following sets of **key questions**, based on the project’s intended outcomes, which may be expanded by the consultants as deemed appropriate:

- A. To what extent did the project succeed in improving engagement of workers and trade unions in the development and implementation of environmental policy?
- B. Did the project succeed in increasing participation of workers and trade unions in international environmental consultations?
- C. To what extent did the project succeed in increasing the capacities of workers and trade unions to replicate and adapt the project’s case studies on environment in their workplaces and their communities? What was the value of the case studies in the process of achieving the project objective?
- D. Did the project succeed in developing trade union networks and strengthening the multi-stakeholder dialogue through engagement of trade unions with other civil society groups and public authorities on issues of climate change, chemicals and sustainable development?
- E. How relevant were the issues addressed by the project and was the approach to issue them the best possible for the regions in question? How adequate were the initiatives and the used methods?
- F. How pertinent were the produced training materials for the project stakeholders? How about for people outside the project? Was the project successful in disseminating the materials and promoting their use?

Overall Approach and Methods

10. The terminal evaluation of the Project “Strengthening trade union participation in international environmental processes” will be conducted by independent consultants under

¹³ <http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationPolicy/tabid/3050/language/en-US/Default.aspx>

¹⁴ <http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationManual/tabid/2314/language/en-US/Default.aspx>

¹⁵ http://www.thegef.org/gef/sites/thegef.org/files/documents/TE_guidelines7-31.pdf

the overall responsibility and management of the UNEP Evaluation Office (Nairobi), in consultation with the UNEP DRC (Nairobi). UNEP Regional Offices will provide logistical support to the evaluation team for country visits.

11. The evaluation will be an in-depth evaluation using a participatory approach whereby key stakeholders are kept informed and consulted throughout the evaluation process. Both quantitative and qualitative evaluation methods will be used to determine project achievements against the expected outputs, outcomes and impacts.

12. The findings of the evaluation will be based on the following:

(a) A **desk review** of project documents¹⁶ including, but not limited to:

- Relevant background documentation, inter alia UNEP policies, strategies and programmes pertaining to trade unions; resolutions of the First Trade Union Assembly on Labour and the Environment; literature on labour and environment,
- Project design documents; Annual Work Plans and Budgets or equivalent; revisions to the logical framework and project financing;
- Project reports such as progress and financial reports; Project Committee meeting minutes; annual Project Implementation Reviews, Project Terminal Report; Sustainlabour end of project narrative report; and relevant correspondence;
- Documentation related to project outputs such as produced training and capacity building materials; materials for the training workshops; in-depth studies of the project case studies; thematic paper on *Green jobs and Women Workers*; video series on trade union messages *on Labour and the environment, the way to Copenhagen*; brochures of the project outcomes; Independent BBC series, *Nature Inc. – Union of Green*; Project newsletters; and other relevant material.

(b) **Interviews**¹⁷ with:

- UNEP Task Manager and Fund Management Officer (Nairobi); relevant UNEP Regional Offices; and other relevant UNEP offices involved in the project as necessary
- Sustainlabour (Spain)
- Country lead execution partners and other relevant partners;
- Representatives of other multilateral agencies (e.g. International Trade Union Confederation (ITUC), the Trade Union Advisory Committee (TUAC) to the OECD and their affiliates, ILO, WHO, Trade Union Confederation of the Americas (TUCA), ITUC-Africa, ITUC-Asia Pacific, Ingenieros Sin Fronteras (Spain), CEDECAP (Peru), ILO regional Offices, International Union of Food workers (IUF) and other relevant organisations.

(c) **Country visits.** The evaluation team will visit one of the project implementation regions, presumably Africa or Latin America, to gain insight into the trainings and case studies. More specifically, the Evaluation Team may visit the ITUC Regional Offices in Africa (Togo) or Latin America (Argentina).

¹⁶ Documents to be provided by the UNEP are listed in Annex 5.

¹⁷ Face-to-face or through any other appropriate means of communication

Key Evaluation principles

13. Evaluation findings and judgements should be based on **sound evidence and analysis**, clearly documented in the evaluation report. Information will be triangulated (i.e. verified from different sources) to the extent possible, and when verification was not possible, the single source will be mentioned¹⁸. Analysis leading to evaluative judgements should always be clearly spelled out.

14. The evaluation will assess the project with respect to **a minimum set of evaluation criteria** grouped in four categories: (1) Attainment of objectives and planned results, which comprises the assessment of outputs achieved, relevance, effectiveness and efficiency and the review of outcomes towards impacts; (2) Sustainability and catalytic role, which focuses on financial, socio-political, institutional and ecological factors conditioning sustainability of project outcomes, and also assesses efforts and achievements in terms of replication and up-scaling of project lessons and good practices; (3) Processes affecting attainment of project results, which covers project preparation and readiness, implementation approach and management, stakeholder participation and public awareness, country ownership/driven-ness, project finance, UNEP and Sustainlabour supervision and backstopping, and project monitoring and evaluation systems; (4) Complementarity with the UNEP strategies and programmes; and (5) Complementarity with the Union strategies and programmes. The lead consultant can propose other evaluation criteria as deemed appropriate.

15. **Ratings.** All evaluation criteria will be rated on a six-point scale. However, complementarity of the project with the UNEP strategies and programmes is not rated. Annex 2 provides detailed guidance on how the different criteria should be rated and how ratings should be aggregated for the different evaluation criterion categories.

16. In attempting to attribute any outcomes and impacts to the project, the evaluators should consider the difference between **what has happened with** and **what would have happened without** the project. This implies that there should be consideration of the baseline conditions and trends in relation to the intended project outcomes and impacts. This also means that there should be plausible evidence to attribute such outcomes and impacts to the actions of the project. Sometimes, adequate information on baseline conditions and trends is lacking. In such cases this should be clearly highlighted by the evaluators, along with any simplifying assumptions that were taken to enable the evaluator to make informed judgements about project performance. The evaluation should also assess whether the project “did things right, did the right things, and if the right things were done right” in order to check the validity of the needs the project responded to.

17. As this is a terminal evaluation, particular attention should be given to learning from the experience. Therefore, **the “why?” question** should be at front of the consultants’ minds all through the evaluation exercise. This means that the consultants needs to go beyond the assessment of “what” the project performance was, and make a serious effort to provide a deeper understanding of “why” the performance was as it was, i.e. of processes affecting attainment of project results (criteria under category 3). This should provide the basis for the lessons that can be drawn from the project. In fact, the usefulness of the evaluation will be determined to a large extent by the capacity of the consultants to explain “why things

¹⁸ Individuals should not be mentioned by name if anonymity needs to be preserved.

happened” as they happened and are likely to evolve in this or that direction, which goes well beyond the mere assessment of “where things stand” today. The consultant should also keep in mind that the project will go on to a second phase and consider ways to improve the project implementation as necessary.

Evaluation criteria

Attainment of Objectives and Planned Results

18. The evaluation should assess the relevance of the project’s objectives and the extent to which these were effectively and efficiently achieved or are expected to be achieved.

- (a) *Achievement of Outputs and Activities:* Assess, for each component, the project’s success in producing the programmed outputs, both in quantity and quality, as well as their usefulness and timeliness. Briefly explain the degree of success of the project in achieving its different outputs, cross-referencing as needed to more detailed explanations provided under Section 3 (which covers the processes affecting attainment of project objectives).
- (b) *Relevance:* Assess, in retrospect, whether the project’s objectives and implementation strategies were consistent with: i) Regional environmental issues and needs; and ii) the UN and UNEP mandates and policies at the time of design and implementation;
- (c) *Effectiveness:* Appreciate to what extent the project has achieved its main objective to **improve engagement of workers and trade unions in the development and implementation of environmental policy** and its outcomes (results). To measure achievement, use as much as appropriate the indicators as stated in the project Logical Framework, adding other relevant indicators as appropriate. Briefly explain what factors affected the project’s success in achieving its objectives, cross-referencing as needed to more detailed explanations provided under Section 3.
- (d) *Efficiency:* Assess the cost-effectiveness and timeliness of project execution. Describe any cost- or time-saving measures put in place in attempting to bring the project to a successful conclusion within its programmed budget and time. Analyse how delays (if any) have affected project execution, costs and effectiveness. Wherever possible, compare the cost and time over results ratios of the project with that of other similar projects. Give special attention to efforts by the project teams to make use of / build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. to increase project efficiency.
- (e) *Review of Outcomes to Impacts (ROtI):* Reconstruct the logical pathways from project outputs over achieved objectives towards impacts, taking into account performance and impact drivers, assumptions and the roles and capacities of key actors and stakeholders, using the methodology presented in the GEF Evaluation Office’s ROtI Practitioner’s Handbook¹⁹ (summarized in Annex 6 of the TORs).

¹⁹ http://www.thegef.org/gef/sites/thegef.org/files/documents/Impact_Eval-Review_of_Outcomes_to_Impacts-RotI_handbook.pdf

Appreciate to what extent the project has to date contributed, and is likely in the future to further contribute to changes in stakeholder behaviour.

Sustainability and catalytic role

19. **Sustainability** is understood as the probability of continued long-term project-derived results and impacts after the external project funding and assistance ends. The evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of benefits. Some of these factors might be direct results of the project while others will include contextual circumstances or developments that are not under control of the project but that may condition sustainability of benefits. The evaluation should ascertain to what extent follow-up work has been initiated and how project results will be sustained and enhanced over time. Application of the ROTI method will assist in the evaluation of sustainability.

20. Four aspects of sustainability will be addressed:

- (a) *Socio-political sustainability*. Are there any social or political factors that may influence positively or negatively the sustenance of project results and progress towards impacts? Is the level of ownership by the main national and regional stakeholders sufficient to allow for the project results to be sustained? Are there sufficient government and stakeholder awareness, interests, commitment and incentives to execute, enforce and pursue the programmes, plans, agreements, monitoring systems etc. prepared and agreed upon under the project?
- (b) *Financial resources*. To what extent are the continuation of project results and the eventual impact of the project dependent on continued financial support? What is the likelihood that adequate financial resources²⁰ will be or will become available to implement the programmes, plans, agreements, monitoring systems etc. prepared and agreed upon under the project? Are there any financial risks that may jeopardize sustenance of project results and onward progress towards impact?
- (c) *Institutional framework*. To what extent is the sustenance of the results and onward progress towards impact dependent on issues relating to institutional frameworks and governance? How robust are the institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. required to sustaining project results and to lead those to impact on human behaviour and environmental resources?
- (d) *Environmental sustainability*. Are there any environmental factors, positive or negative, that can influence the future flow of project benefits? Are there any project outputs or higher level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits?

21. **Catalytic Role and Replication**. The *catalytic role* is embodied in the approach of supporting the creation of an enabling environment and of investing in pilot activities which are innovative and showing how new approaches can work. UNEP also aims to support activities that upscale new approaches to a national, regional or global level, with a view to

²⁰ Those resources can be from multiple sources, such as the public and private sectors, income generating activities, other development projects etc.

achieve sustainable global environmental benefits. The evaluation will assess the catalytic role played by this project, namely to what extent the project has:

- (a) *catalyzed behavioural changes* in terms of use and application by the relevant stakeholders of: i) approaches show-cased by the case studies and trainings; ii) strategic programmes and plans developed; and iii) assessment, monitoring and management systems established at a national and regional level;
- (b) provided *incentives* (social, economic, market based, competencies etc.) to contribute to catalyzing changes in stakeholder behaviour;
- (c) contributed to *institutional changes*. An important aspect of the catalytic role of the project is its contribution to institutional uptake or mainstreaming of project-piloted approaches in the regional and national case studies;
- (d) contributed to *policy changes* (on paper and in implementation of policy);
- (e) contributed to sustained follow-on financing (*catalytic financing*) from Governments or other donors;
- (f) created opportunities for particular individuals or institutions (“*champions*”) to catalyze change (without which the project would not have achieved all of its results).

22. *Replication* is defined as lessons and experiences coming out of the project that are replicated (experiences are repeated and lessons applied in different geographic areas) or scaled up (experiences are repeated and lessons applied in the same geographic area but on a much larger scale and funded by other sources). The evaluation will assess the approach adopted by the project to promote replication effects and appreciate to what extent actual replication has already occurred or is likely to occur in the near future. What are the factors that may influence replication and scaling up of project experiences and lessons? In this particular case, the evaluation will assess how the project has made sure that the case studies will be replicated by workers and trade unions in their workplace and communities.

Processes affecting attainment of project results

23. **Preparation and Readiness.** Were the project’s objectives and components clear, practicable and feasible within its timeframe? Were the capacities of executing agencies properly considered when the project was designed? Was the project document clear and realistic to enable effective and efficient implementation? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project implementation? Were counterpart resources (funding, staff, and facilities) and enabling legislation assured? Were adequate project management arrangements in place? Were lessons from other relevant projects properly incorporated in the project design? Were lessons learned and recommendations from Project Committee meetings adequately integrated in the project approach? What factors influenced the quality-at-entry of the project design, choice of partners, allocation of financial resources etc.?

24. **Implementation Approach and Adaptive Management.** This includes an analysis of approaches used by the project, its management framework, the project’s adaptation to changing conditions (adaptive management), the performance of the implementation

arrangements and partnerships, relevance of changes in project design, and overall performance of project management. The evaluation will:

- (a) Ascertain to what extent the project implementation mechanisms outlined in the project document have been followed and were effective in delivering project outputs and outcomes. Were pertinent adaptations made to the approaches originally proposed?
- (b) Assess the role and performance of the Project Implementation Committee, different technical boards and other ad-hoc bodies established and the project execution arrangements at all levels;
- (c) Evaluate the effectiveness and efficiency of project management and how well the management was able to adapt to changes during the life of the project;
- (d) Assess the extent to which project management responded to direction and guidance provided by the Project Implementation Committee and IA supervision recommendations;
- (e) Identify administrative, operational and/or technical problems and constraints (if any) that influenced the effective implementation of the project, and how the project partners tried to overcome these problems.

25. **Stakeholder²¹ Participation and Public Awareness.** The term stakeholder should be considered in the broadest sense, encompassing project partners, government institutions, private interest groups, local communities etc. The assessment will look at three related and often overlapping processes: (1) information dissemination between stakeholders, (2) consultation between stakeholders, and (3) active engagement of stakeholders in project decision making and activities. The evaluation will specifically assess:

- (a) the approach (es) used to identify and engage stakeholders in project design and implementation. What were the strengths and weaknesses of these approaches with respect to the project's objectives and the stakeholders' motivations and capacities? What was the achieved degree and effectiveness of collaboration and interactions between the various project partners and stakeholders during the course of implementation of the project?
- (b) the degree and effectiveness of any public awareness activities that were undertaken during the course of implementation of the project; or that are built into the assessment methods so that public awareness can be raised at the time the assessments will be conducted;
- (c) how the results of the project (capacity building, adaptation of case studies, communication and public information etc.) engage workers and trade unions in improved management and sustainable use of natural resources.

26. The ROTI analysis should assist the consultants in identifying the key stakeholders and their respective roles, capabilities and motivations in each step of the causal pathway from activities to achievement of outputs and objectives to impact.

²¹ Stakeholders are the individuals, groups, institutions, or other bodies that have an interest or stake in the outcome of the project. The term also applies to those potentially adversely affected by the project.

27. **Country Ownership and Driven-ness.** The evaluation will assess the performance of the project country Governments, namely:

- (a) in how the Governments have assumed responsibility for the project and provided adequate support to project execution, including the degree of cooperation received from the various contact institutions in the countries involved in the project and the timeliness of provision of counter-part funding to project activities;
- (b) to what extent the political and institutional framework of the participating countries has been conducive to project performance. Look, in particular, at the extent of the political commitment to enforce (sub-) regional agreements promoted under the project;
- (c) to what extent the Governments have promoted the participation of communities and their non-governmental organisations in the project; and
- (d) how responsive the Governments were to UNEP supervision and coordination.

28. In addition, the evaluation should assess the extent to which the project was a need driven initiative. Did the project respond to the needs of its target audience, namely workers and trade unions?

29. **Financial Planning and Management.** Evaluation of financial planning requires assessment of the quality and effectiveness of financial planning and control of financial resources throughout the project's lifetime. The assessment will look at actual project costs by activities compared to budget (variances), financial management (including disbursement issues), and co-financing (if applicable). The evaluation will:

- (a) Verify the application of proper standards (clarity, transparency, audit etc.) and timeliness of financial planning, management and reporting to ensure that sufficient and timely financial resources were available to the project and its partners;
- (b) Appreciate other administrative processes such as recruitment of staff, procurement of goods and services (including consultants), preparation and negotiation of cooperation agreements etc. to the extent that these might have influenced project performance;
- (c) Describe the resources the project has leveraged since inception and indicate how these resources are contributing to the project's ultimate objective. Leveraged resources are additional resources—beyond those committed to the project itself at the time of approval—that are mobilized later as a direct result of the project. Leveraged resources can be financial or in-kind and they may be from other donors, NGO's, foundations, governments, communities or the private sector.

30. **UNEP and Sustainlabour Supervision and Backstopping.** The purpose of supervision is to verify the quality and timeliness of project execution in terms of finances, administration and achievement of outputs and outcomes, in order to identify and recommend ways to deal with problems which arise during project execution. Such problems may be

related to project management but may also involve technical/institutional substantive issues in which UNEP have a major contribution to make. The evaluators should assess the effectiveness of supervision and administrative and financial support provided by UNEP including:

- (a) The adequacy of project supervision plans, inputs and processes;
- (b) The emphasis given to outcome monitoring (results-based project management);
- (c) The realism and candour of project reporting;
- (d) The quality of documentation of project supervision activities; and
- (e) Financial, administrative and other fiduciary aspects of project implementation supervision.

31. In addition, the evaluation should assess the supervision and backstopping provided by Sustainlabour. Was the support adequate and of high quality?

32. **Monitoring and Evaluation.** The evaluation will include an assessment of the quality, application and effectiveness of project monitoring and evaluation plans and tools, including an assessment of risk management based on the assumptions and risks identified in the project document. The evaluation will appreciate how information generated by the M&E system during project implementation was used to adapt and improve project execution, achievement of outcomes and ensuring sustainability. M&E is assessed on three levels:

- (a) *M&E Design.* Projects should have sound M&E plans to monitor results and track progress towards achieving project objectives. An M&E plan should include a baseline (including data, methodology, etc.), SMART indicators and data analysis systems, and evaluation studies at specific times to assess results. The time frame for various M&E activities and standards for outputs should have been specified. The evaluators should use the following questions to help assess the M&E design aspects:
 - Quality of the project logframe as a planning and monitoring instrument;
 - SMART-ness of indicators: Are there specific indicators in the logframe for the project objective and each of the project outcomes (results)? Are the indicators measurable, attainable (realistic) and relevant? Are the indicators time-bound?
 - Adequacy of baseline information: To what extent has baseline information on performance indicators been collected and presented in a clear manner? Was the methodology for the baseline data collection explicit and reliable?
 - Arrangements for monitoring: Have the responsibilities for M&E activities been clearly defined? Were the data sources and data collection instruments appropriate? Was the frequency of various monitoring activities specified and adequate? In how far were project users involved in monitoring?
 - Arrangements for evaluation: Have specific targets been specified for project outputs? Has the desired level of achievement been specified for all indicators of objectives and outcomes? Were there adequate provisions in the legal instruments binding project partners to fully collaborate in evaluations?

- (b) *M&E Plan Implementation*. The evaluation will verify that:
- the M&E system was operational and facilitated timely tracking of results and progress towards projects objectives throughout the project implementation period;
 - annual project reports and Progress Implementation Review (PIR) reports were complete, accurate and with well justified ratings;
 - the information provided by the M&E system was used during the project to improve project performance and to adapt to changing needs;
 - projects had an M&E system in place with proper training, instruments and resources for parties responsible for M&E.
- (c) *Budgeting and funding for M&E activities*. The evaluation will determine whether support for M&E was budgeted adequately and funded in a timely fashion during implementation.

Complementarities with the UNEP strategies and programmes

33. The evaluation should present a brief narrative on the following issues:

- (a) *Linkage to UNEP's Expected Accomplishments and POW 2010-2011*. The UNEP MTS specifies desired results in six thematic focal areas. The desired results are termed Expected Accomplishments. Using the completed ROTI analysis, the evaluation should comment on whether the project makes a tangible contribution to any of the Expected Accomplishments specified in the UNEP MTS. The magnitude and extent of any contributions and the causal linkages should be fully described. Whilst it is recognised that the project in question was designed prior to the production of the UNEP Medium Term Strategy (MTS)²²/ Programme of Work (POW) 2010/11, complementarities may still exist.
- (b) *Alignment with the Bali Strategic Plan (BSP)*²³. The outcomes and achievements of the project should be briefly discussed in relation to the objectives of the UNEP BSP.
- (c) *Gender*. Ascertain to what extent project design, implementation and monitoring have taken into consideration: (i) possible gender inequalities in access to and the control over natural resources; (ii) specific vulnerabilities of women and children to environmental degradation or disasters; and (iii) the role of women in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation. Appreciate whether the intervention is likely to have any lasting differential impacts on gender equality and the relationship between women and the environment. To what extent do unresolved gender inequalities affect sustainability of project benefits?

²² <http://www.unep.org/PDF/FinalMTSGCSS-X-8.pdf>

²³ <http://www.unep.org/GC/GC23/documents/GC23-6-add-1.pdf>

- (d) *South-South Cooperation*. This is regarded as the exchange of resources, technology, and knowledge between developing countries. Briefly describe any aspects of the project that could be considered as examples of South-South Cooperation.

The Consultants' Team

34. An independent consultant will be contracted for this evaluation with the following expertise and experience:

35. The consultant should not have been associated with the design and implementation of the project. The evaluator will work under the overall supervision of the Chief, Evaluation Office, UNEP. The evaluator should have a Master's degree or higher in economics or related field with at least 10 years of international experience in sustainable development. The consultant should have the following minimum qualifications: (i) expertise in international trade and labor issues, including labor rights; (ii) experience working with trade unions (iii) knowledge of international trade, links between environment and trade and knowledge of international environmental policies (iv) experience in project evaluations. Knowledge of UNEP programmes is desirable. Knowledge of French and/or Spanish is an advantage. Fluency in oral and written English is a must.

36. The consultant will be responsible for coordinating the data collection and analysis phase of the evaluation, and preparing the main report. (S)He will ensure that all evaluation criteria are adequately covered.

37. By undersigning the service contract with UNEP/UNON, the consultants certify that they have not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. In addition, they will not have any future interests (within six months after completion of their contract) with the project's executing or implementing units.

Evaluation Deliverables and Review Procedures

38. **The main evaluation report** should be brief (no longer than 35 pages – excluding the executive summary and annexes), to the point and written in plain English. The report will follow the annotated Table of Contents outlined in Annex 1. It must explain the purpose of the evaluation, exactly what was evaluated and the methods used (with their limitations). The report will present evidence-based and balanced findings, consequent conclusions, lessons and recommendations, which will be cross-referenced to each other. The report should be presented in a way that makes the information accessible and comprehensible. Any dissident views in response to evaluation findings will be appended in annex as appropriate.

39. **Report summary.** The consultant will prepare a presentation summarizing the key findings, lessons learned and recommendations of the evaluation. If feasible, this presentation will be presented at the Project Implementation Committee meeting in Madrid (tentatively planned for late June 2011). The purpose of this presentation is to engage the main project partners in a discussion on the evaluation results.

40. **Submission of the final Terminal Evaluation report.** The final report shall be submitted by Email to:

Segbedzi Norgbey, Head
UNEP Evaluation Office
P.O. Box 30552-00100
Nairobi, Kenya
Tel.: (+254-20) 762 3387
Email: segbedzi.norgbey@unep.org

41. The Head of Evaluation will share the report with the following persons:

Alexander Juras, Chief
UNEP Division of Regional Cooperation
Major Groups and Stakeholders Branch
P.O. Box 30552-00100
Nairobi, Kenya
Tel: (+254-20) 762 5400
Email: alexander.juras@unep.org

Fatou Ndoeye
UNEP Division of Regional Cooperation
Major Groups and Stakeholders Branch
P.O. Box 30552-00100
Nairobi, Kenya
Tel: (+254-20) 762 5122
Email: fatou.ndoye@unep.org

Laura Martin Murillo, Director
International Labour Foundation for Sustainable Development
C/ Pedro Teixeira N°3, 1ro. C
28.020 – Madrid Spain
Tel : (+34) 91 449 1045
Email: lmartin@sustainlabour.org

42. The final evaluation report will be published on the UNEP Evaluation Office web-site www.unep.org/eou and may be printed in hard copy.

43. As per usual practice, the UNEP EO will prepare a **quality assessment** of the first draft and final report, which is a tool for providing structured feedback to the evaluation consultants. The quality of the report will be assessed and rated against both GEF and UNEP criteria as presented in Annex 5. The UNEP Evaluation Office will also prepare a **commentary** on the final evaluation report, which presents the EO ratings of the project based on a careful review of the evidence collated by the evaluation team and the internal consistency of the report. These ratings are the final ratings.

Resources and Schedule of the Evaluation

44. This Terminal Evaluation will be undertaken by an independent evaluation consultant contracted by the UNEP Evaluation Office. The consultant will work under the overall supervision of the UNEP Evaluation Office and will consult with the EO on any procedural and methodological matters related to the evaluation. It is, however, the consultant's individual responsibility to arrange for the travel, obtain documentary evidence, arrange meetings with stakeholders, arrange field visits, and any other logistical matters related to their assignment. The UNEP Task Manager, Fund Management Officer and UNEP Regional Offices will provide logistical support (introductions, meetings, transport, lodging etc.) for the country visits where necessary, allowing the consultants to conduct the evaluation as efficiently and independently as possible.

45. **Review of the draft evaluation report.** The contract for the evaluator will begin on **1st of June 2011** and end on **15th of August 2011** (30 days spread over 11 weeks; 17 days of desk based work and 13 days of country visits). The consultant will submit the draft report latest by **11th of July 2011** to the UNEP Evaluation Office (EO). The EO will then share the first draft report with the Project Task Manager, Fund Management Officer, and the main executing partners. The Project Task Manager will further forward the draft report to other relevant project stakeholders for review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. Comments would be expected within two weeks after the draft report has been shared. Any comments or responses to the draft report will be sent to the UNEP EO for collation. The EO will provide the comments to the consultant and (s)he will revise the draft accordingly. The consultant will submit the final draft report no later than 2 weeks after reception of comments. The consultant will prepare a **response to comments** that contradict the findings of the evaluation and could therefore not be accommodated in the final report. This response will be shared by the EO with the interested stakeholders to ensure full transparency.

46. Consultations will be held between the consultants, EO staff, the UNEP Task Manager and other relevant persons of the project execution team. These consultations will seek feedback on the proposed recommendations and lessons.

47. The consultant will, after an initial telephone briefing with the Evaluation Office and the UNEP Programme/Project Manager, conduct initial desk review work at the beginning of the evaluation and later travel to Nairobi to meet with the Project Task Manager and Fund Management Officer. The evaluator will also travel to Madrid to meet with the project main executing partner, the Sustainlabour, and to Paris to visit ITUC. The consultant will visit ITUC regional organizations in Africa or South America and meet with project beneficiaries there. If possible within the schedule of the evaluation, the evaluator may also visit other intended users of project's outputs.

Schedule of Payment

48. The consultant shall select one of the following two contract options:

Lump-Sum Option

49. The evaluator will receive an initial payment covering the travel costs upon signature of the contract. A further 40% will be paid upon acceptance of the draft report. A final payment of 60% will be made upon satisfactory completion of work. The fee is payable under the

individual Special Service Agreement (SSA) of the evaluator and **is inclusive** of all expenses such as travel, accommodation and incidental expenses.

Fee-only Option

50. The evaluator will receive an initial payment of 40% of the total amount due upon acceptance of the draft report. Final payment of 60% will be made upon satisfactory completion of work. The fee is payable under the individual SSAs of the evaluator and is **NOT** inclusive of all expenses such as travel, accommodation and incidental expenses. Ticket and DSA will be paid separately.

51. In case the consultants are not able to provide the deliverables in accordance with these TORs, in line with the expected quality standards by the UNEP Evaluation Office, payment may be withheld at the discretion of the Head of the Evaluation Office until the consultants have improved the deliverables to meet UNEP's quality standards.

52. If the consultants fail to submit a satisfactory final product to UNEP in a timely manner, i.e. within one month after the end date of their contract, the Evaluation Office reserves the right to employ additional human resources to finalize the report, and to reduce the consultants' fees by an amount equal to the additional costs borne by the Evaluation Office to bring the report up to standard.

Annex 2: List of People Interviewed

Name	Designation
UNEP	
1. Judith Carreras Garcia	Programme Coordinator, International Labour Foundation for Sustainable Development, Pedro Teixeira, 3. 1 ^o C, 28020 Madrid Spain
2. Laura Martin Murillo	Director, International Labour Foundation for Sustainable Development, Pedro Teixeira, 3. 1 ^o C, 28020 Madrid, Spain
3. Mr Yahya Msangi	Project Coordinator (OSHE), International Trade Union Confederation, Africa
4. Julianna Angelova	Email: jangelova@sustainlabour.org
5. Alexander Juras	Chief, Major Group and Stakeholders Branch Division of Regional Cooperation International Labour Foundation for Sustainable Development
6. Mr Onesmus K. Thiong'o	Fund Management Officer, Corporate Services Section, International Labour Foundation for Sustainable Development.
7. Mr Jose de Mesa	Programme Officer, Division of Regional Cooperation (DRC) International Labour Foundation for Sustainable Development
8. Ghislaine Saizonou	International Trade Union Confederation-Africa Email: bromghis@yahoo.fr
9. John Wanguba	Finance Department, International Trade Union Confederation-Africa
10. Fatou Dialou	Project Task Force Manager UNEP, Nairobi
11. Lafia Ouôba, (Telephone interview)	Electromecanicien, P.O Box: 01 BP 1921 Ouagadougou 01, Burkina F. (CSB)
12. Christian Vanderpuiji, URO (Telephone interview)	D/General Secretary, Ghana Federation of Labour – Food and Allied Workers Union P.O Box: co.1582 Tema/box tf 509 La – Accra
13. Kayi ASSIBLEY ATSU (telephone interview)	Confédération Nigérienne du Travail (CNT) B.P. 10620, Niamey – Niger
14. Tsehay Kassa	Confederation of Ethiopian Trade Unions (CETU), P.O. Box 3653, Addis Ababa Ethiopia
15. Mr. Daniel Owusu Boatey	Desk Officer, Occupational Safety, Health and Environment, Ghana TUC, P. O. Box 701, Accra, Ghana

16. Kingsley Ofei Nkansah	Trade Union Congress (TUC), Hall of Trade Unions, P. O. Box 701, Accra, Ghana				
17. Massiel Figuereo	CNUS, Dominican Republic				
BUDGET FOR SUSTAINLABOUR	massielfiguereo@tma	2007	2008	2009	Total
1000 PROJECT PERSONNEL COMPONENT		US \$	US \$	US \$	US \$

Annex 3.1: Project Budget for Sustainlabour

1600 Travel				
1601 Meeting of the project implementation board (Activity 4.2)	6,900	6,900	6,900	20,700
1602 Participation of beneficiaries to international meetings (Activity 1.6)	16,100	64,400	64,400	144,900
1699 Total	23,000	71,300	71,300	165,600
1999 Project Personnel Component Total	23,000	71,300	71,300	165,600
2000 SUBCONTRACT COMPONENT				
2220 Review and elaboration of training manual (Activity 1.1 and 1.2)	52,900	0	0	52,900
2221 Review and elaboration of criteria for selection of case studies; and Identification of collaborative institutions in the regions (Activity 2.1 and 2.2)	9,200	0	0	9,200
2222 Implementation of case studies in the regions (Activity 2.3)	0	115,000	115,000	230,000
2223 Subcontracts for review of information on labour and the environment (Activity 3.1)	0	4,600	0	4,600
2299 Total	62,100	119,600	115,000	296,700
2999 Subcontract Components Total	62,100	119,600	115,000	296,700
3000 TRAINING COMPONENT				
3301 Capacity building: train the trainers workshop (Activity 1.4)	0	0	0	0
3302 Capacity building: global and regional meetings (Activity 1.4 and 1.5)	0	128,800	128,800	257,600
3399 Total	0	128,800	128,800	257,600
3999 Training Component Total	0	128,800	128,800	257,600
5000 MISCELLANEOUS COMPONENT				
5200 Reporting Costs				
5201 Reporting costs: publication of case studies lessons learnt (Activity 2.4)	0	0	23,000	23,000
5299 Total	0	0	23,000	23,000
5999 Miscellaneous Component Total	0	0	23,000	23,000
TOTAL: SUSTAINLABOUR	85,100	319,700	338,100	742,900
60 UNEP PARTICIPATION COST	2007	2008	2009	Total
	US \$	US \$	US \$	US \$
6100 PROJECT PERSONNEL COMPONENT				
<u>Annex 3.2 cont'd</u>				

6100 Project Personnel				
6111 Vacant	0	103,960	103,960	207,920
6199 Total	0	103,960	103,960	207,920
6120 Consultants				
6120 Monitoring and evaluation (Activity 4.10)	0	0	32,200	32,200
1299 Total	0	0	32,200	32,200
6160 Travel				
6161 Meeting of the project implementation board (Activity 4.2)	6,900	6,900	6,900	20,700
6199 Total	6,900	6,900	6,900	20,700
6999 Project Personnel Component total	6,900	110,860	143,060	260,820
6300 TRAINING COMPONENT				
6301 Capacity building: train the trainers workshop (Activity 1.4)	0	77,280	0	77,280
6302 Development of Training materials (Activity 1.3)	30,639	43,240	0	73,879
6399 Total	30,639	120,520	0	151,159
3999 Training Component Total	30,639	120,520	0	151,159
6500 MISCELLANEOUS COMPONENT				
6520 Reporting Costs				
6521 Reporting costs: publication of case studies lessons learnt (Activity 2.4)	0	0	23,000	23,000
6522 Information materials (Activities 3.4)	0	41,400	0	41,400
6529 Total	0	41,400	23,000	64,400
6530 Sundry				
6531 Communication and Media Campaign (Activity 3.2 and 3.3)	0	18,400	0	18,400
6539 Total	0	18,400	0	18,400
6599 Miscellaneous Component Total	0	59,800	23,000	82,800
6999 TOTAL UNEP:	37,539	291,180	166,060	494,779
SUB TOTAL COST: SUSTAINALABOUR+UNEP	122,639	610,880	504,160	1,237,679
PROGRAMME SUPPORT COST 8%	9,811	48,870	40,333	99,014
TOTAL COST TO DONOR	132,450	659,750	544,493	1,336,693

Annex 3.2: Detailed Narrative of Amendments per Budget Line

A Amendments to SUSTAINLABOUR'S Budget

1999 – Project Personnel Component

- BL 1601, Meetings of the Project Implementation Board (Activity 4.2) unchanged
- BL 1602, Participation of beneficiaries to international meetings (Activity 1.6): - USD 58,526, due to reallocation of some outputs to BL 3302, as explained below for BL 3302.

2999 – Subcontract Component

- BL 2220, Review and elaboration of training manuals (Activities 1.1 and 1.2): - USD 6,769, due to revised print run strategy and lower actual costs.
- BL 2221, Review and elaboration of criteria for selection of case studies; and identification of collaborating institutions in the regions (Activities 2.1 and 2.3): + 6,220, due to higher actual costs.
- BL 2222, Implementation of the case studies in the regions (Activity 2.3): - USD 58,904, due to revised costs estimates from Sustainlabour.
- BL 2223, Subcontracts for review of information on labour and environment (activity 3.1): + USD 5,074, due to higher actual costs.

3999- Training Components

- BL 3302, Capacity building global and regional meetings (activities 1.4 and 1.5): + USD 85,934, due to revised costs estimates and the reallocation of some outputs from BL 1602 as follows;
 - a) *National Seminars* (USD 20,000 over 2007-2010, i.e. 1% of Sustainlabour's total budget): this output is now indented to respond, on a on-demand basis, to specific training needs in chemicals and/or climate change related trainings expressed by trade union bodies at national level, in support of other activities carried out under the overall project.
 - b) The *Women's Conference on Climate Change* (USD 40,000 over 2007-2010, i.e. 3% of Sustainlabour's total budget), initially targeted at female trade unionist, will be renamed "*Gender and Climate Change Conference*", comprising of the development of a background research paper on Gender and Green Jobs, and its presentation during a Conference on that thematic. It is expected that this output will enhance the participants' overall capacities on that thematic, rather than prepare them for a specific international environmental meeting/negotiation addressing the gender dimension even though the Conference is not intended to be formal training.

- c) The *Food Security and Climate Change in Africa Conference* (USD 67,000 over 2007-2010, i.e. 6% of Sustainlabour's total budget) is not only expected to prepare the participants to a specific international environmental meeting / training needs expressed by the African trade union bodies.
- d) The *Young Trade Unionists in Latin America and the Caribbean* output (USD 8,740, i.e. 0.7% of Sustainlabour's total budget) is linked to the main Regional Training for Latin America and the Caribbean (which targeted more senior trade unionists), and responds to specific capacity building / training needs expressed during the course of the project by the beneficiaries, as the results of previous training sessions started to be disseminated within the trade union community and additional interest was raised by specific trade union bodies not targeted in the broader five global and regional trainings. This output was not anticipated in the project document and will be added to the budget line 3302 (capacity building global and regional trainings, activities 1.4 and 1.5, section 3.1.2 of revision 3 of the project document approved in April 2009).

In addition, budget line 3302 will be renamed "*Capacity building global, regional and national trainings*" to reflect this extension of the geographical scope to the national level.

The regional training for Eastern Europe (UNEP Regional Offices classification) will be changed to "*Eastern Europe, Caucasus and Central Asia: regional training*", to make its scope more explicit, in accordance with the International Trade Union Confederation (ITUC) regional organization.

5599 – Miscellaneous component

- BL 5101, Equipment repair: new budget line, USD 680 in 2009, to cover unforeseen repair of equipment partly used under this project.
- BL 5201, Reporting costs: publication of case studies lessons learnt (activity 2.4): - USD 8,000. The cost of this output is shared with UNEP, which remains a dedicated budget of USD 15,000 on its BL 5281, adding up to total of USD 12,000 on Sustainlabour's BL 5201 after reallocation
- BL 5301, Audiovisuals and presentations (activities 3.2 and 3.3): + USD 13,112.
- BL 5303, Miscellaneous: new budget line, USD 21,000 to cover telephone bills related to the organization and implementation of the different activities and specific audit reports.

Amendments to UNEP's budget

1199 – Project personnel component & 5399 – Miscellaneous component

USD 4,000 will be reallocated from BL 5381, Communication and media campaign (activities 3.2 and 3.3) to BL 1681, Meetings of the project implementation board (activity 4.2), to cover additional travel needs for UNEP staff under the project.

Annex 4: Quality Assessment of the Evaluation Report

UNEP Evaluation Office Assessment of project ratings and performance using the 1st draft of the Terminal Evaluation of the UNEP project “Strengthening trade union participation in international environmental processes”

Criterion	Evaluator's Rating	EO's Rating	Evaluation Office Summary comments
A. Attainment of project objectives and results (overall rating) Sub criteria (below)			EO Concur with the evaluator's rating
A. A.1. Effectiveness - overall likelihood of impact achievement (ROtI rating)			
B. A.2. Relevance			
C. A.3. Efficiency			
B. Sustainability of Project outcomes (overall rating) Sub criteria (below)			
B.1. Financial			
B.2. Socio Political			
B.3. Institutional framework and governance			
B.4. Environmental			
C. Catalytic Role and Replication			
D. Stakeholders participation/ Public Awareness			
E. Country ownership / driveness			
F. Achievement of outputs and activities			
G. Preparation and Readiness			
H. Implementation Approach			
I. Financial planning & Co-financing			

Criterion	Evaluator's Rating	EO's Rating	Evaluation Office Summary comments
J. Monitoring and Evaluation (overall rating) Sub criteria (below)			
J.1. M&E Design			
J.2. M&E Plan Implementation (use for adaptive management)			
J.3. Budgeting and Funding for M&E activities			
K. UNEP Supervision and backstopping			
Overall Rating			

Checklist of compliance with EO's normal operating procedures for the evaluation process

Compliance issue	Yes	No	N/A
1. Were the TORs shared with the implementing and executing agencies and agreed by all parties	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Was the final selection of the preferred evaluator made by EO?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Were the details of the evaluation field missions and the roles of IAs and EAs in the evaluation process agreed prior to the commencement of the evaluation?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Was the budget for the evaluation agreed and approved prior to initiation of the contract process?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Did the evaluator sign a contract with UNEP before commencing any work or travel in connection with the evaluation?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Was the terminal evaluation initiated after completion of all project activities?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Was the mid term evaluation initiated on or before the project/programmes's mid point?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Was the draft report sent directly to EO by the evaluator?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Did EO disseminate the draft report to key stakeholders to solicit formal comments?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. Were formal comments sent directly to EO for collation and onward transmission (with EO Guidance) to the evaluator	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Did EO complete an 'Evaluation Commentary' for the draft report that included an assessment of the quality of the report and EO's rating of the project based on the evidence presented in the report?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Did EO disseminate the 'Evaluation commentary' to key stakeholders	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Did the evaluator revise the report appropriately based on the feedback received?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
14. Did EO complete an 'Evaluation Commentary' for the final report that included an assessment of the quality of the report and EO's rating of the project based on the evidence presented in the report?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Comments in relation to any non-compliant issues:

13. This is the first commentary

14. This is the first commentary

Annex 5: List of documents Consulted

Project Reports

Sustainlabour Annual progress Report, 2009. 'Strengthening Trade Unions participation in International Environmental Processes'

Sustainlabour, 2009. 'Strengthening Trade Unions Participation in International Environmental Processes', Narrative Report, Quarter 4, October – December

Sustainlabour, 2009. 'Strengthening Trade Unions Participation in International Environmental Processes', Financial Report. Quarter 3, July – September, Revised Version.

Sustainlabour, 2009. 'Strengthening Trade Unions Participation in International Environmental Processes', Financial Report. Quarter 4, October – December

Sustain Labour, 2009. 'Strengthening Trade Unions Participation in International Environmental Processes'. Narrative Report, Quarter 3, July – September.

Sustainlabour, 2009. 'Strengthening Trade Unions Participation in International Environmental Processes, Annual Progress Report

Sustainlabour, 2010. 'Strengthening Trade Unions Participation in International Environmental Processes', Narrative Report, Quarter 1, January – March

Sustainlabour, 2009. 'Strengthening Trade Unions Participation in International Environmental Processes', Annual Progress Report

Sustainlabour, 2008. 'Strengthening Trade Unions Participation in International Environmental Processes', Sustainlabour Financial Report, Second Semester

Sustainlabour; 2007. 'Strengthening Trade Unions Participation in International Environmental Processes', Narrative and Financial Report (Definitive 2007)

Sustainlabour; 2008. 'Strengthening Trade Unions Participation in International Environmental Processes', Activities with related annexes

Sustainlabour, 2010. 'Strengthening Trade Unions participation in International Environmental Processes', Financial Report, Quarter 1 January to March.

Sustainlabour, 2010. 'Strengthening Trade Unions Participation in International Environmental Processes', Narrative Report, Quarter 2, April - June

Sustainlabour, 2010. 'Strengthening Trade Unions Participation in International Environmental Processes', Financial Report, Quarter 2, April – June

Sustainlabour, 2010. 'Strengthening Trade Unions Participation in International Environmental Processes', Final Project Report (2007 – 2010) Annexes Part 1

Sustainlabour, 2010. 'Strengthening Trade Unions Participation in International Environmental Processes', Final Project Report (2007 – 2010), Annexes, Part 2

Sustainlabour, 2010. Strengthening Trade Unions Participation in International Environmental Processes, Narrative Report, Quarter 1, January – March

Sustainlabour, 2009. 'Strengthening Trade Unions Participation in International Environmental Processes', Financial Report, Semester One

Sustainlabour, 2009. 'Strengthening Trade Unions Participation in International Environmental Processes', Narrative Report, First Semester

Websites

http://www.unep.org/labour_environment/features/trade-unions-project.asp

<http://www.sustainlabour-labourandenvironment.blogspot.com>

http://www.unep.org/labour_environment/index.asp

http://www.unep.org/civil_society

<http://www.sustainlabour.org>

<http://www.ituc-africa.org>

<http://www.ituc-ap.org>

<http://www.csa-csi.org>

<http://perc.ituc-csi.org>

Resolutions/ Agreements

Final resolution of the Trade Union Assembly at its first meeting. **Trade Union Assembly on Labour and the Environment First meeting** Nairobi, 15–17 January 2006, UNEP, EP. UNEP/DPDL/TUALE/2

Sustain Labour; Strengthening Trade Unions participation in International Environmental Processes, Activity 1.6 Participation in Environmental Meetings, 1st Semester, December 2008

Policy Documents and Additional documents

Inomata, T., 2008. **Management Review of Environmental Governance within the United Nations System**. Sponsored by United Nation, Geneva 2008. JIU/REP/2008/3.

Worldwatch Institute, 2008. **Green Jobs: Towards Decent Work in a Sustainable, Low-Carbon World. Policy Messages and Main Findings for Decision Makers**. UNEP, ILO, IOE, ITUC.

Stevens, C., J. Cock, A. Barboni, G. Rossi, Y. Jadhav, S. Moir, A. Rosemberg, L. M. Murillo, G. Angelova, L. Maffei, J. C. Garcia and G. A. Portillo, 2009. **Draft Report, Green Jobs and Women Workers, Employment, Equity, Equality**. International Labour Foundation for Sustainable Development (Sustainlabour), September.

Workers and Trade Unions CSD-13, 2004. **UNEP, Workers and Trade Unions, and Climatic Change: A Partnership for Strengthening Participation in International Environmental Processes**. Funded by the Government of Spain, UNEP. Sustainlabour. Publishing Services Section, Nairobi, ISO 14001

Spilsbury, M. J., S. Norgbey, M. Carbon, A. Guerraggio and T. Piironen, 2011. **Formative Evaluation of UNEP's Programme of Work 2010-2011**, Final Report, UNEP

Palmier, H. 2010. **Global Partnership with Workers and Trade Unions on the Green Economy**. Major Groups and Stakeholders Branch, 22 June, UNEP

UNEP and Trade Union Assembly on Labour and the Environment, 2006. **Report of the Trade Union Assembly on Labour and the Environment on the Work of its First Meeting**, 15-17 January. UNEP/DPDL/TUALE/1

UNEP-Sustainlabour Joint Programme, 2007. **Strengthening Trade Union Participation in International Environmental Processes.** International Labour Foundation for Sustainable Development 2007-2010.

Annex 6.1: Results and rating of review of Outcome to Impact (RotI) Rating

Results rating of project entitled:			
Strengthening Trade Union Participation in International Environmental Processes			
Project Objective:			
Outputs	Outcomes	Intermediary	Impact
<p>Increased participation of workers and trade unions in international environmental meetings (e.g. the UNEP Governing council and associated meetings, the environmental conventions, etc.), including elaboration of position papers, statements, organization of side events, round tables, for enhanced partnerships between.</p>	<p>Increased participation of workers and trade unions in international environmental consultations</p>	<p>Growing presence and interest of trade unions and workers at international climate change events has led to increase in negotiations including the one leading to climate policies to promote decent work and green jobs.</p>	<p>Ensuring sustainable development globally.</p>
<p>Case studies replicated/adapted in the workplace and in communities in Africa, Asia and the Pacific, Latin America and the Caribbean</p>	<p>Increased capacities of workers and trade unions to replicate/adapt case studies on environment in their workplace and their communities</p>	<p>Implementation of the 4 projects has made the change visible as a result of adopting best practices and its replication/adaption as good trade union practices at workplaces and communities.</p>	
		<p>Rating (D – A)</p>	<p>Rating (+)</p>
		<p>A</p>	<p>Overall</p>
			<p>Highly Likely</p>

Information and outreach material available in three languages (French-English-Spanish) on Labour and the Environment	Increased awareness of environmental issues among workers and trade unions.	Sustainable development and environmental issues, particularly on climate change increasingly gaining massive media attention globally.	
.	Rating Justification: The trade unions know that it is their responsibility to feed the knowledge gained from this project into their work processes at all levels, which they have started doing.	There are visible results of intermediate state moving to achieving impact although very slow. Trade unions and workers participation in international events have resulted in production of documents including policies for incorporating environmental issues in workplaces and communities.	The rating here is A. The project is expected to produce impacts.

A: Rating scale for outcomes and progress towards ‘intermediate states’

Ratings

B: Six point scale for translation of ratings for “achievement of outcomes’ and ‘progress towards intermediate states to ratings for the ‘Overall likelihood of impact achievement’.

Highly likely	Likely	Moderately Likely	Moderately unlikely	Unlikely	Highly unlikely
AA AB BA CA BB+ CB+ DA+ DB+	BB CB DA DB AC+ BC+	AC BC CC+ DC+	CC DC AD+ BD+	AD BD CD+ DD+	CD DD

Outcome Rating	Rating on progress toward Intermediate States
D: The project's intended outcomes were not delivered	D: No measures taken to move towards intermediate states.
C: The project's intended outcomes were delivered, but were not designed to feed into a continuing process after project funding	C: The measures designed to move towards intermediate states have started, but have not produced results.
B: The project's intended outcomes were delivered, and were designed to feed into a continuing process, but with no prior allocation of responsibilities after project funding	B: The measures designed to move towards intermediate states have started and have produced results, which give no indication that they can progress towards the intended long-term impact.
A: The project's intended outcomes were delivered, and were designed to feed into a continuing process, with specific allocation of responsibilities after project funding.	A: The measure designed to move towards intermediate states have started and have produced results, which clearly indicate that they can progress towards the intended long-term impact.

Annex 6.2: Progress on Activities and Outputs

Outputs	Status* (%)	Comments	Rating
<p>Output 1: Increased participation of workers and trade unions in international environmental consultations.</p>	100%	<p>Apart from the training manuals which had to be revised based on the feedback from the trainees and its technical language that does not necessarily make it user friendly for busy workers, all other activities have been duly accomplished under Output 1.</p>	S
<p>Activity 1.1: Conduct review of the existing training material available focusing on the incorporation of just employment into environmental policy design, and analyze report.</p>	100%	<ul style="list-style-type: none"> • There was extensive review of literature in the area of environment, sustainable development and labour. 	S

Outputs	Status* (%)	Comments	Rating
Activity 1.2: Develop train the trainers' manuals on the selected specific areas in three UN languages (English, French and Spanish)	100%	<ul style="list-style-type: none"> • Two manuals were produced in the three UN languages and later translated into Russian. • The 2 manuals (Manuals on Climate Change and Sound and Sustainable Management of Chemical) had repetitions in them. • The manuals have been revised based on feedbacks from trainees regarding the errors in the documents. • The manuals provided workers with general information and guidance on how to address issues related to climate change and chemicals from the workplace to international decision-making levels. • Despite the revisions made, the manuals are still too technical to be used for training local workers that have little time to spare and also bearing in mind the different knowledge levels. 	MS
Activity 1.3: Develop training material for workers: flyers, posters, booklets, easy to read literature compiled, etc. in support of the Train the trainers' manual.	100%	<ul style="list-style-type: none"> • Training materials in the 3 UN languages were developed. There was a translation into Russian to serve the purpose of training in the Russian language. 	S

Outputs	Status* (%)	Comments	Rating
Activity 1.4: Organize a training of trainers' workshop (6 participants per region).	100%	<ul style="list-style-type: none"> All the train the trainers workshops were organised at international and regional levels. 	HS
Activity 1.5 Training workshops at the global, regional and national level (eight workshops).	137%	<ul style="list-style-type: none"> Training activities comprising conferences, technical seminars were organised for the trade unions and workers. There were also on-demand training events as a result of consultations with trade unions and in response to specific capacity building/training needs expressed by trade union bodies, for example the Food Security and Climate Change workshop, and the sub-regional chemical management seminars. 12 workshops were organised instead of 8 that was in the logical framework. A total of 468 participants (41% female and 58% male) took part in twelve training activities. The highest percentage of participants (55%) took part in activities carried out at the regional levels, followed by 27% at the international and 18% at the national levels. 	HS

Outputs	Status* (%)	Comments	Rating
Activity 1.6 Participation of workers and trade unions in international environmental meetings	100%	<ul style="list-style-type: none"> • Increased participation of trade union representatives in international meetings resulting in the production and submission of 76 documents of all kinds, including resolutions, negotiation briefs, policies, agreements, etc. • There were 25 international environmental events, of which 10 were on climate change, 4 on chemicals and 11 on sustainable development/green economy. • Of the total number of people who participated in the various events, 63% of them were men and the rest women. • Other non-trade union bodies such as civil society organisations, international and government officials and academia gained extensive knowledge in environment and labour. Some heard about climate change for the first time through these events. • The international events have increased the participation of trade union representatives from Africa. 	HS
Output 2: Increased capacities of workers and trade unions to replicate/adapt case studies on environment in their workplace		<ul style="list-style-type: none"> • The training of trade unions and workers in the 4 case studies were largely successful for three case studies but one had a problem of identification of 	MS

Outputs	Status* (%)	Comments	Rating
and their communities.		trainers.	
Activity 2.1: Conduct a review of the existing practices and literature on labour and environment.	100%	<ul style="list-style-type: none"> • Through an extensive survey, there was a review of existing practices and literature on labour and environment on trade unions, and criteria for selecting and adaptation of the case studies developed. • The result of this review was the collection and compilation of data into an online database, the <i>Sustainlabour Information System</i>. 	S
Activity 2.2: Set-up criteria for selection and adaptation of the case studies and identify the learning centers to adapt the selected case studies, e.g. the trade union regional institutes such as OHSEI in Asia and ILA in Latin America.	100%	<ul style="list-style-type: none"> • A set of criteria for selecting best practices was set up for the selection of 4 case studies. • There was a review of 293 trade union experiences of which 133 were pre-selected based on the 6 identified criteria 	S
Activity 2.3. Workers and trade unions to initiate the replication/adaptation of the case studies and promote the lessons learnt.	78.75%	<ul style="list-style-type: none"> • Case study 1: 95% - complete (Establishment of a Regional Unit for Sustainable Development and Environment within a trade union structure) • Case study 2: 85% - complete (Global Pesticide Project) • Case study 3: 35% - ongoing • Case study 4: 100% - complete (Training on Renewable Energies for Construction Workers). 	MS

Outputs	Status* (%)	Comments	Rating
Activity 2.4. Elaborate the publication on lessons learnt into three UN languages (English, French, Spanish), highlighting the linkages between labour and the environment.	50%	On-going	MS
Output 3: Increased awareness of environmental issues among workers and trade unions.	100%	The three activities under this output have all been attained	HS
Activity 3.1: Collect data and information on labour and the environment, and analysis report: review and analysis of data and information on labour and the environment.	100%	Data on labour and environment gathered and put in a database.	HS
Activity 3.2: Develop a communication strategy for inclusion of environmental issues in trade union agenda developed (core values to include environmental protection issues).	100%		HS
Activity 3.3: Implement the communication strategy, e.g. organize a media campaign on the linkages between labour and the environment, produce information material such as: newsletter, articles, brochures, flyers, conclusions, guidelines, case studies, web pages for dissemination among the target stakeholders on MEAs and their relation to	100%	<ul style="list-style-type: none"> • 24 issues of bulletins called InFocus, were published in Spanish and English, with 4529 total subscribers, of which 50% of them are non-union subscriber • Women workers and Green Jobs paper. • Climate change brochures • One blog • Videos – with contribution from trade unions from 47 	HS

Outputs	Status* (%)	Comments	Rating
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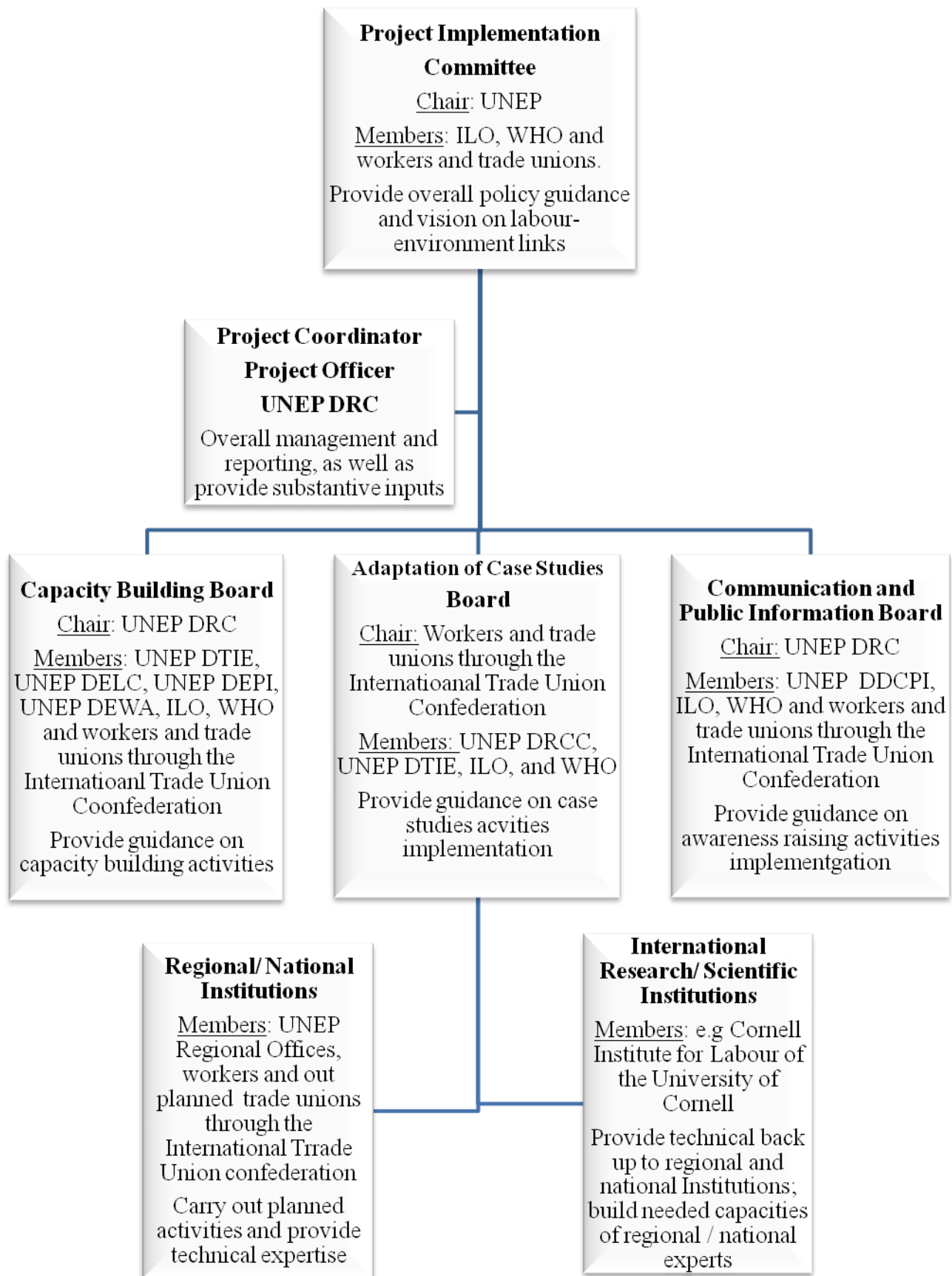
		countries.	
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*The results are measured against the performance indicators stated in the project document.

Annex 7: Trade union participation in UNFCCC Process

Event	Year	No of Trade Union Representation
CoP-7	2001	9
CoP-8	2002	4
CoP-9	2003	21
CoP-10	2004	31
CoP-11	2005	57
CoP-12	2006	32
CoP-13	2007	64
CoP-14	2008	
CoP-15	2009	Over 400

Annex 8: Proposed Project Implementation Organogram



Annex 10: Statement of Income and Expenditure as of 30 November 2010

TECHNICAL COOPERATION TRUST FUND FOR THE IMPLEMENTATION OF FRAMEWORK AGREEMENT BETWEEN UNEP AND SPAIN Provided by the Government of SPAIN in Support Strengthening Trade Union Participation in International Environmental Processes (UNEP Project ID. 2A61)	
STATEMENT OF INCOME AND EXPENDITURES AS OF 30 NOVEMBER 2010	
<u>INCOME</u>	<u>USD</u>
(1) Voluntary contributions	1,932,004
	<u>Cumulative</u>
<u>Expenditure</u>	
<u>USD</u>	<u>EXPENDITURE</u>
	Staff and other personnel costs
243,563	Consultants
	-
	Travel
	282,707
	Contractual services
	408,415
	Fellowships
	-
	Training
199,288	Meetings and workshops
	441,482
	Acquisitions and Office Supplies
-	Rental and other related expenditures
	-
	Operating expenses
	12,739
	Reporting and Misc. costs
	158,352
	Evaluation Costs
-	Programme support costs
	139,724
(2)	TOTAL EXPENDITURE
1,886,269	
(3)	Excess / (Shortfall) of income over expenditure (1-2)
45,734	
(4)	Prior period adjustments

	NET EXCESS / (SHORTFALL) OF INCOME OVER	
(5)	EXPENDITURE (3+4)	45,734

(Original document has the signature) _____

John Noisette
Chief
Corporate Services Section, UNEP

Annex 11: Beneficiary Countries Covered Per Region in the Project (2007-2010)

REGION	No. OF COUNTRIES	COUNTRIES
Africa	28	Angola, Benin, Burkina Faso, Burundi, Cameroon, Chad, Democratic Republic Of Congo, Ivory Coast, Ethiopia, Ghana, Kenya, Liberia, Mali, Mauritania, Mauritius, Morocco, Niger, Nigeria, Senegal, Sierra Leone, South Africa, Swaziland, Tanzania, Togo, Uganda, Zambia, Zimbabwe.
Asia Pacific	22	Australia, Bangladesh, Cook Islands, Fiji, Hong Kong, India, Japan, Jordan, Malaysia, Mongolia, Nepal, New Zealand, Pakistan, Papua New Guinea, Philippines, Singapore, South Korea, Sri Lanka, Taiwan, Thailand, Vietnam.
Latin America and the Caribbean	14	Argentina, Brazil, Chile, Colombia, Dominican Republic, Ecuador, El Salvador, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay
Europe	14	Belgium, Denmark, Finland, France, Germany, Great Britain, Italy, Netherlands, Norway, Poland, Romania, Spain, Sweden, Switzerland.
Eastern Europe, Central Asia, Middle East	7	Azerbaijan, Belarus, Kazakhstan, Kyrgyzstan, Moldova, Ukraine, Uzbekistan.
North America	2	Canada, United States of America.
Total Number of Countries	87	

Annex 12: Trade Union Organisations that participated in International Events

(2007-2010)

Region	No. of Organizations	% of Organizations	No. of Countries	% Countries
Africa	53	26%	27	36%
Asia Pacific	41	20%	19	25%
Eastern Europe, Central Asia	9	4%	5	7%
Europe	32	16%	8	11%
Latin America And The Caribbean	40	60%	15	20%
North America	14	7%	2	3%
Regional	10	5%		0%
International	3	1%		0%
Total	202		76	

Annex 13: Participation in different Training Levels for the Trade Unions

TYPE OF TRAINING		TOPIC	LEVEL (Regional/ National)	VENUE	NUMBER OF PARTICIPANTS		
					Total	Male	Female
1	Training of Trainers	Climate change and Sound and sustainable management of chemicals, for workers and trade unions	Workers and Trade unions training	Geneva, Switzerland	35 delegates,	57%	45%
2	First Asia Pacific Regional Trade Union Conference	Labour and Environment	Regional training	Jakarta, Indonesia	48 delegates	77%	23%
3	II CSA TUCA Regional Trade Union Conference	Labour and Environment for Latin America and the Caribbean	Regional training	Buenos Aires, Argentina	74 delegates,	59%	41%
4	First Regional Trade Union Conference	Labour and Environment for Eastern Europe and Central Asia	Regional training	Baku, Azerbaijan	34 delegates	74%	26%
5	II Regional Trade Union African Conference	Labour and Environment	Regional training	Nairobi, Kenya	44 delegates	73%	27%
6	Regional Workshop	Climate Change and Food Security	Sub-regional, national and local training	Lome, Togo	28 delegates,	75%	25%

7	Sub-regional training seminars	sound management of chemicals	Sub-regional, national and local training	Arusha, Tanzania	13 delegates	69%	31%
8	Sub-regional training seminars	sound management of chemicals	Sub-regional, national and local training	Accra, Ghana	18 delegates,	72%	28%
9	CTA National Seminar for Young Leaders	Training, Work, Development and Environment: for socially and environmentally responsible development	Sub-regional, national and local training	Buenos Aires, Argentina	44 delegates	88%	13%
10	Occupational training course	renewable solar photovoltaic energy technologies (case study)	Sub-regional, national and local training	Cajamarca, Peru	40 delegates	13%	88%
11	Training Side event session for trade unions	Climate Change Negotiations	Global training	UNFCCC CoP13	52 delegates	65%	35%
12	Training Side event session	negotiations and key concerns of trade unions	Global training	UNFCCC CoP 14	38 delegates	66%	34%

Annex 14: Total Participants at International Events per Area of Work

TOTAL PARTICIPANTS PER AREA OF WORK (2007-2010)

Type	No.	%
TU	673	80
Academic	54	6
IGO	34	4
NGO	31	4
Employer	14	2
Govt	16	2
Other	17	2
Total	839	100

TOTAL PARTICIPANTS PER TYPE

Area	%	No.
Climate change	45	376
Chemicals	13	112
Chemicals & Climate Change	28	235
Sustainable Development/Green Economy	14	116
Total	100	839

Annex 15: Evaluation Calendar and Programme

Dates	Activities	Location
September 2011	Review of documentation received from Project Task Manager and Internet search	Ghana
24Oct – 1November 2011	Meeting with EO management, Interview with Project Task Manager and Finance Coordinator	Nairobi, Kenya
20-22 December 2011	Interview with Sustainlabour project staff	Madrid, Spain
8-10 February 2012	Interview with ITUC-Africa coordinator and project staff	Lome, Togo

Annex 16: Final Resolution of the Trade Union Assembly on Labour and the Environment at its First meeting

Nairobi, 15–17 January 2006

Background

1. The Trade Union Assembly on Labour and the Environment was held in Nairobi from 15 to 17 January 2006 under the auspices of the United Nations Environment Programme (UNEP), with the support of the United Nations Global Compact and with the collaboration of the International Labour Organization (ILO), the World Health Organization (WHO), the International Confederation of Free Trade Unions (ICFTU), the World Confederation of Labour (WCL), the Trade Union Advisory Committee to the Organization for Economic Cooperation and Development (TUAC) and the International Labour Foundation for Sustainable Development (Sustainlabour).

2. It brought together over 150 trade union representatives from developing and developed countries, along with environmental and sustainable development experts and representatives of Governments and the United Nations. The Assembly accomplished three missions:

(a) It confirmed that the three relevant United Nations bodies were committed to supporting trade union engagement on sustainable development;

(b) It confirmed that unions were engaged in practical steps through their activities to advance sustainable development and that they were committed to extending that work as a priority;

(c) It mapped out steps for joint follow-up action for UNEP, ILO and WHO working together.

3. The Assembly thanked UNEP and its staff for making the Assembly possible.

Resolution

1. The Assembly *agreed* on the following objectives:

(a) To strengthen the link between poverty reduction, environmental protection and decent work. Decent and secure jobs are essential for people to have a sustainable livelihood. Creating decent and secure jobs is only possible, however, if environmental sustainability is attained: hence the need to embrace the poverty reduction and sustainable development goals contained in the Millennium Declaration and Johannesburg Plan of Implementation through the promotion of decent employment and environmental responsibility. This must also include the mainstreaming of gender issues;

K0650339 270106 **UNEP/DPDL/TUALE/2** 2 (b) To integrate the environmental and social dimensions of sustainable development with a rights-based approach. Fundamental rights of workers such as freedom of association and collective bargaining must be respected if workers and their unions are to be able to engage in strategies for sustainable development. Moreover, human rights must include the universal, equitable, egalitarian and environmentally sound access to basic resources such as water and energy;

(c) To establish effective and democratic governance to ensure sustainable development and, to that end, to reinforce the role of national public authorities, to establish the rules necessary to govern global markets and firms and to ensure both the compliance of business with law and regulations and also their wider accountability and responsibility, with a view to achieving the goals of sustainable development;

(d) To take urgent action on climate change in support of the United Nations Framework Convention on Climate Change and its Kyoto Protocol; to develop new and additional agreements for both developed and developing countries, taking account of common but differentiated responsibilities; to anticipate and minimize the negative effects and maximize the positive effects on employment of mitigation; and to ensure the participation of trade unions in decision-making on climate change strategies;

(e) To implement the Johannesburg goals on chemicals to make industry prove that chemicals used are safe for workers, consumers, communities and the environment;

in the context of the Stockholm Convention on Persistent Organic Pollutants, to ensure the substitution of the most dangerous substances; and to ensure concerted global action through the adoption of the Strategic Approach to Chemicals Management and its follow-up, and, in addition to promote the finalization and implementation of the European Union regulatory framework for the registration, evaluation and authorization of chemicals, to be known as the REACH system;

(f) To promote sustainable production and consumption patterns through the reinforcement of cleaner production centres and the dissemination and transfer of technology;

(g) To introduce policies for just employment transition as a central feature of environmental protection and to ensure that workers negatively affected by changes are provided with safe and decent employment alternatives;

(h) To enhance the dialogue between labour and management, consultation and negotiation in the workplace on sustainable development, and social dialogue at the sectoral, national and international levels in both public and private sectors, to use appropriate tools to increase social and environmental responsibility and accountability of enterprises through both trade union and multi-stakeholder participation in genuine initiatives and to ensure that corporate social responsibility involves both compliance with law and voluntary initiatives;

(i) To enhance cooperation and coherence between international rules and conventions on environment and sustainable development. This is to be achieved through strengthened cooperation between the United Nations Environment Programme, the International Labour Organization, the World Health Organization and related environment, social, labour and health ministries;

(j) To link occupational health to environmental and public health policy and practice; while raising standards of occupational health and safety as an objective in its own right, to reinforce the International Labour Organization conventions and programmes to develop and promote it; to take account of the need for differentiated approaches between developed and developing countries; to use this as a central element of campaigns to fight HIV/AIDS; to prevent worker death, injury and illness

from the effects of chemicals or dangerous substances, such as asbestos; and to ensure the right to reproductive health for women and men;

2. To achieve these objectives, the trade union representatives at the Assembly commit themselves to strengthening trade union action on sustainable development and to working:

(a) For the reform of government policies and practice, in particular by facilitating the transition to sustainable production and consumption in workplaces and the introduction of workers' environmental rights and participation;

(b) For the ratification and implementation of key conventions and instruments covering both the environment and the relevant International Labour Organization conventions, while promoting employment and social policies to make decent employment a key part of environmental protection, sustainable development and poverty eradication;

UNEP/DPDL/TUALE/2 3 (c) For the development of capacity-building and training programmes to advance integration of the social economic and environmental pillars of sustainable development, including integrated implementation of the principles of the United Nations Global Compact, recognizing the particular importance of the protection of women;

(d) For the assessment, planning, implementation and monitoring of initiatives for environmentally safe and sustainable production and consumption, and also for the transfer of clean technology and development of technology assessment at the sectoral level;

(e) For the more effective application of tools to promote the social and environmental responsibilities of business, including agreed public instruments such as the OECD Guidelines on Multinational Enterprises, the ILO Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy, as well as, where appropriate, private initiatives such as sustainability reporting through the Global Reporting Initiative, and, where such systems exist, the use of workers' capital in pension funds;

(f) For the application at the global level of proposals contained in the European Union REACH programme on chemicals to regulate, within the context of the

precautionary principle, the responsibility and liability of producers to trace and detect dangerous chemical substances;

(g) For the negotiation of global framework agreements with companies that incorporate environmental and sustainable development commitments and, where relevant, for the strengthening of the information rights of works councils;

(h) For the monitoring of Governments' investment and procurement practices and regulation, privatization and land-use policies, so as both to integrate social and environmental objectives and to ensure human rights and equity with respect to access to resources such as water and energy;

(i) For endeavours, mounted together with civil society allies, to encourage workplace and community action and awareness-raising among the members of trade unions, for example, through dialogue with community stakeholders and with the involvement of Agenda 21 major groups in decision-making;

(j) For effective prevention and responses to natural and industrial disasters with appropriate environmental legal responsibility;

(k) For a complete global ban on asbestos use, for its safe handling and disposal in accordance with the decisions of the Parties to the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal and for its inclusion in the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade, and also for the promotion of integrated and workplace-based approaches to fighting HIV/AIDS.

3. The trade union representatives at the Assembly further commit themselves to working for increased trade union awareness at all levels on these issues in their own organizations worldwide, with a view to the adoption of policy and implementation plans for local, national and international action on the outcomes of this Assembly and to integrate this work at the sectoral level. They recommend that this global assembly is followed up regionally in Latin America, Africa and Asia.

4. The trade union representatives welcome the common platform between the United Nations Environment Programme, the International Labour Organization and the World Health Organization. The three organizations will explore the following opportunities

for further action, as a follow-up to the Trade Union Assembly on Labour and the Environment:

(a) To undertake capacity-building and training, and the development of joint training materials for trade union leaders and workers in the following areas:

- (i) Climate change mitigation and adaptation: adaptation measures and their impacts on employment and workers' health;
- (ii) Sustainable consumption and production, including environmental management systems and occupational health and safety;
- (iii) Corporate environmental and social responsibility, as called for at the World Summit on Sustainable Development;
- (iv) Environmental content of global social dialogue, including framework agreements;

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- (v) Awareness and preparedness for emergencies at the local level including disaster management;
- (vi) Multilateral environmental agreements and law: improved awareness and understanding of their applicability to the workplace;
- (vii) Sound management of chemicals, including through evolving and newly adopted treaties or agreements, of industrial chemicals and of pesticides and enhancing the role of trade unions and workers in the implementation of the strategic approach for international chemicals management, the European Union REACH system and other programmes; and revitalizing the UNEP-ILO-WHO memorandum of understanding on the safe use of chemicals;

(b) To facilitate the engagement of the labour movement with public authorities, for example, in public services delivery;

(c) To replicate the successful case studies presented at the Assembly and, to that end, to create and maintain a website to collect the case studies and to consider their possible publication;¹

(d) To promote the engagement of trade unions with other major groups, including multi-stakeholder dialogue to address the sustainable development agenda;

(e) To undertake a study on the incorporation of just employment into environmental policy design;

(f) To promote environmentally and socially responsible job growth;

(g) Jointly to review implementation of agreements on a regular basis;

(h) To provide a model for joint, integrated planning among the different sectors, such as the Health and Environment Linkages Initiative of the World Health Organization and the United Nations Environment Programme;

(i) To invite the World Health Organization to present a global action plan on occupational health to the World Health Assembly in 2007, with contributions from the International Labour Organization and the United Nations Environment Programme;

(j) To provide an analysis of the health aspects of the transition to sustainable production, including the health consequences of changes in the employment situation.

Annex 17: The Evaluator

Sylvana Rudith KING, PhD

Profile

25 years working experience in socio-economic policy and planning, monitoring and evaluation and gender related issues, particularly in energy. A senior Research Fellow of the Kwame Nkrumah University of Science and Technology (KNUST), and a member of the Energy Commission Board of Ghana...

20 years working experience with international development agencies/institutions, development partners/organisations and consulting firms in projects design/development, management and assessments, monitoring and evaluation (M&E) and trainer in logical framework and M&E. Thus, possesses knowledge in monitoring and evaluation, participatory project planning and development; project identification, planning and assessment/appraisal as well as the preparation of policy guidelines.

Education

University of Sussex, Brighton, UK.

PhD: *Gender and Development Studies*

University of Dortmund: Post Graduate Diploma in Regional Planning and Management

University of Science and Technology, Kumasi, Ghana: BSc. (Hons.): Development Planning

Employment

2003 to date	Senior Research Fellow Work involves research into livelihoods, energy, local government and gender; lecturing of undergraduates and post graduate students and; supervision of students theses.
1996 to 1997	Research Assistant to Prof. Robert Chambers at the Institute of Development Studies (IDS), Sussex University, Brighton, UK. Responsible for abstracting Participatory Rural Appraisal (PRA) materials for publication.
1984 to 1986	Assistant Research Fellow Worked as research assistant to senior researchers.

Administrative Positions

- 2010 to date **Member of Board** of College of Architecture and Planning, KNUST, Kumasi.
- 2006 to 2008 **Head,** Centre for Settlement Studies, College of Architecture and Planning, KNUST.
- 2006 to date **Vice Dean of Students,** Kwame Nkrumah University of Science and Technology, Kumasi.