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<td>UN</td>
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BACKGROUND

In response to its constituents request for better sharing of ILO’s knowledge resources, the ILO Regional Office for Asia and the Pacific (ROAP) initiated the development of communities of practice, i.e. “interactive networks of committed professionals bound by a common interest” in various subject areas. Effective knowledge management systems allow organizations to maximize the impact of their work. At the Asia Employment Forum in Beijing in 2007 the ILO’s members called for improved knowledge networking to help them meet the targets of the Asian Decent Work Decade. In response, a knowledge sharing strategy for Asia and the Pacific was drawn up. The first three Communities of Practice – Youth Employment (AP-YouthNet), Migration and Anti-human trafficking, and Skills (Skills-AP) – are now operational\(^1\) and accessible at http://ap-youthnet.ilobkk.or.th/, http://ap-magnet.ilobkk.or.th/ and http://skills-ap.ilobkk.or.th/.

Initial results from the CoPs have been encouraging. They have provided an opportunity for ILO staff and constituents to engage in knowledge-sharing, facilitated debates and discussions on emerging concerns and have reinforced organizational learning, feedback, constituent ownership and use of ILO’s technical resources.

The Process of Creating a Community of Practice

Therefore a Green Jobs CoP has been created that will help advance the ROAP agenda for Green Jobs in the region and support constituents work in this area. The platform is simple to use and creates one convenient location for storing key information and tools that can be accessible by all CoP members.

This platform is an integral part of ROAP’s knowledge management strategy and is constantly upgraded and its utility and application will be important to improving our work on Green Jobs in support of our constituents.

While it is intended that the overall design of Green Jobs-AP is be consistent with other established CoPs of Asia and the Pacific, the establishment of the Green Jobs-AP and agreement on its features is a participatory and consultative process. The workshop provided stakeholders, experts and partners a venue to express their wishes and thoughts to the technical experts of the ILO ROAP.

OBJECTIVES OF THE WORKSHOP

The event took place in Jakarta, Indonesia on December 14-15, 2010 and it brought together tripartite constituents from eight countries, in addition to three expert observers (from FES, Bond University and INDECO) and ILO technical staff working on Green Jobs in the region. These participants constitute the core group of Green Jobs-AP. During the two day workshop the core group was introduced to the mechanics of CoPs, the formulation of a niche for the Green Jobs-AP and the work planning of the portal, including a timeline and concrete activities on a short-term (up to three months), medium term (three to six months) and long term (one year) basis.

\(^1\) AP YouthNet has been operational since 2008, Skills-AP since 2009 and AP-MagNet since 2010
DAY 1

Welcome and Introduction

Mr. Vincent Jugault from the ROAP welcomed the participants to the Event. The workshop brought together 31 dedicated professionals working on issues related to Green Jobs.

Mr. Jugault stated that there is a need for sharing of information. The ILO Regional Office for Asia and the Pacific (ROAP) is taking the lead in Green Jobs in the region. There are currently ILO projects in nine countries and ILO ROAP has a lot of information, best practices and technical expertise to share already. The ILO staff present at the meeting introduced themselves and the ILO workshop facilitator further outlined the agenda and expectations for the coming two days.

The objectives of the event were reviewed and a discussion was had on how to come to a general understanding of the purpose of the CoP on Green Jobs. It was noted that it is important that the participants, right from the start realize the potential and usefulness of the portal. If the collective experience of the group is tapped into there are lots of opportunities to learn from each other. The Green Jobs-AP portal is in the beginning stages of the process and as soon as people are registering and start sharing news, resources, events and information it can be a vibrant and active community.

Sociogramming exercise

Through a sociogramming exercise, the participants got a chance to get to know each other and have informal conversations about their experiences on green jobs. The participants found that there were more than 110 years of collective experience on green jobs/climate change in the group. This exercise made the founding members of the workshop realize that they can all contribute and share their experiences as well as learn from each other.

As a second component of the sociogramming exercise, the participants were asked to pull something from their pockets or something they had on them that they used regularly, and put the item in front of them on the floor. The items placed on the floor were all practical things, such as pencils, mobile phones, name cards, etc. that they need in their work. The facilitator noted that he hoped that by the end of the workshop, participants would realize that the Green Jobs-AP portal is also something that should always be kept in their conceptual/virtual “pockets.”

When given a creative exercise to develop names for their respective groups the results were as follows:

Group 1 – The nice green; Group 2 - SOUND (Social Obligation Under Nations Dedication); Group 3 - Harazeleno; Group 4 - PASIC; Group 5 – The Green Warriors.

Basics of Knowledge Management

Following the introductory part of the workshop, the facilitator explained further about knowledge management and communities of practice. Firstly to set the scene, the facilitator discussed sharing versus hoarding and the importance of sharing of information and knowledge. Sharing is mutual exchange. If you give it away you will still have it. Some think that information is lost when they share but sharing also builds synergy. Quality gets reinforced if you share quality products and information.

The CoP history is rooted in specialized work, e.g. medical, legal and business. It evolved from a desire to be more efficient and effective in communicating. The concept first appeared in the private
sector to improve bottom lines (1991) by emphasizing knowledge management and adding value. It was later explored by the UN in the late 1990’s when competition for funding became fiercer and it was vital to be more cost-effective and efficient. For the ILO, the constituents granted ILO mandate to begin using the CoP approach in 2007.

The facilitator then continued to explore the concept of Communities of Practice that is “a group of professionals, informally bound together through exposure to a common class of problems or pursuit of solutions.” It can also be described as a “virtual team” that meets once/twice a year but stays connected throughout that period. There is a common bond that holds the members together as they work towards the same goals and face common challenges – there is a common sense of purpose and a need to improve service efficiency.

The facilitator illustrated some features of CoPs, knowledge networks and work groups/project teams to determine what differentiate a CoP from working groups/project teams and Knowledge networks. Some of the features of a CoP that differentiate it from a network and working groups/project teams are that:

- Members have common professional ambition/interest/motivation/passion
- Members believe they will achieve common goals more effective through collaboration
- Members share a sense of responsibility and accountability for a given task, output or result.
- Members meet regularly to find out what their individual areas of responsibility are and what has or has not been done.
- It is different from a distribution list which only sends out information but members do not contribute anything.
- CoPs can be time bound and/or long lasting
- CoPs are topic focused and problem solving

Some of the key issues that the facilitator raised were: the importance of determining a niche for the CoP, a community that tries to do everything end up doing nothing, and that there should be an allocation of dedicated resources and support from management (e.g. CoP facilitators and/or thematic champions). He further emphasized that the first period of the community is crucial, if nothing has happened within 90 days, nothing ever will. The challenge is to maximize CoP outputs/impact while minimizing information volume. The CoP should ideally link global, regional and national partners through a slow and gradual process. Moreover, the start-up phase constitutes the core group/critical mass of active practitioners and CoP membership must visibly impact work behavior and have an emphasis on problem solving.

There are enabling communities where there is a lack of structure. There are delivery type CoPs with a specific output and a specific niche. Communities have members and they are internal or external. The participants at the Workshop constituted the founding group of the Green Jobs-AP, now is the time and place in the process to find the niche, services, tools and the focus of the Green Jobs-AP.

**Plotting the beginning of a CoP**

After the explanation and description of theories of Communities of Practice, the groups were asked to plot the beginning of Green Jobs-AP on a scale from internal (founding members only) to external (founding members ++) as well as enabling to delivery (see illustration below). Most of the groups assumed that the Green Jobs-AP is in the initial phase of the development process where the platform is internal and are not yet able to deliver on the objectives of the platform. However, the

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2 The Green Jobs-AP has a part-time network facilitator
groups were then also asked to position where they believe the Green Jobs-AP will be in one year. The results of this were more varied, where some of the groups were convinced that the CoP can be an external product with high delivery rate while other groups were more modest in their assumptions for Green Jobs-AP within the first year. The results of this exercise were similar to other CoPs and their development process.

Below is the result of the plotting exercise;

**What does the CoP on Green Jobs look like and why is it needed?**

The workshop facilitator briefly described what other CoPs look like and what their aims are, he showed how another ILO CoP looks like, namely AP-Youth Net, which is the most mature CoP of the ILO ROAP. It has more than 500 members and started in 2008 with a workshop similar to the green jobs event. Members of AP-Youth Net are actively sharing resources and there have been several structured and moderated discussions, the outputs from which have been consolidated responses published on the portal. In the beginning of 2011, AP-YouthNet will have a rejuvenation event to determine future activities and expected outputs. This will be organized by the ILO and AP-YouthNet members from eight countries will attend.

Participants were then asked to creatively illustrate how they envision the Green Jobs-AP. The results were varied but the message was unified - there is a common problem/challenge that everyone is working to solve – everyone must come together, think together and most importantly work together. Images were creatively drawn by some who depicted their ideas using maps/trees/mountains/communities; while others resorted to a more “business planning” model showing links, text and strategies for Green Jobs-AP. Key words of emphasis by participants included: Green Jobs, Decent Work, cooperation, sharing, ideas, environment, etc. (photos of the illustrations can be found at; http://greenjobs-ap.ilobkk.or.th/visioning-event/pictures-from-the-visioning-workshop). The facilitator emphasized the need to internalize these visions during the next year.
Everyone has different expectations - this exercise would serve as the foundation for creating one vision for the entire group.

**Structured Storytelling**

The participants were then asked to each share a specific story that links to Green Jobs in some way it could be good practices, personal stories, programs, initiatives, etc. in their respective groups, they were then instructed to decide on the best story in the group and act it out in plenary.

The stories that were told in plenary were on the following issues;

1. The nice green – Recycling
2. SOUND – Ecotourism/ Deforestation Sumatra Island
3. Harazeleno – Solar light project in rural area/ the importance of Skills training
4. Pasic – About monsoon in the Philippines
5. The Green Warriors – Job creation in renewable energy/ Decent Work for rural women
DAY 2

Recap of Day 1 and Introduction to Day 2

The facilitator started by a brief recap of Day 1 and presented the results of a plotting exercise (see illustration on page 7) where the groups were asked to plot the starting point as well as where we want to be within a year. It shows the sentiment of where the CoP is and we can measure the movement. We could also see that the groups wanted to branch out and invite members outside the ILO and the founding group. There was a sense of common understandings and goals among the participants.

An Overview of Green Jobs Initiatives

Mr. Vincent Jugault made a presentation on some of ILO’s Green Jobs activities in Asia and the Pacific. He illustrated the challenges and opportunities in Green Jobs through some examples of countries across the world. Some of them were: Korea where there is the Green New Deal – 80% of stimulus package was considered green, related to climate change adaptation, natural resource management, etc.; France where there were linking of national, green policies to local green jobs; Brazil where the emphasis was on waste management and recycling – 60000 workers in formalized recycling, tax reductions via recycling, etc.; and in China there has been promotion of green jobs on the local level as well as an integrated approach on the local level with skills development, promotion of SME, cash transfer mechanisms etc.

Then Mr. Jugault further reviewed the ILO Green Jobs Program in the region. There are projects in nine countries in the region and requests from an increasing number of countries. The GJ program uses a clustered approach;

- Development of analytical and decision supportive tools, research on GJ;
- Information sharing, KM and training for ILO constituents;
- Greening of ILO products;
- Policy support to key countries; and
- Technical cooperation through GJ projects.

Mr. Juagult also highlighted the need for Decent Work in the greening process, the need for a Just Transition for workers and enterprises to adapt to a changing environment.

Mr. Jugault then finalized the presentation by reviewing the challenges ahead for Green Jobs. One of the issues still ahead is to further explain and maintain the line between Green Jobs and Decent Work and that relationship. The full recognition of the role of the world of work at all levels of decision making and social dialogue. As well as to increase capacity of the social partners to the ILO and address the gaps in Green Skills. There needs to be an integrated approach to sustain the development of green jobs, encompassing employment services, skills programs, extended social protection for vulnerable entrepreneurship in green businesses, etc.

3 The entire presentation can be found at; http://greenjobs-ap.ilobkk.or.th/visioning-event/Session%205.2%20-%20Green%20Jobs%20in%20Asia%20Pacific%20-%20An%20Overview.pdf/view (to be able to view it you have to be a member of Green Jobs-AP. To register, simply go to http://greenjobs-ap.ilobkk.or.th/createMember and sign up.)
Developing a Niche, Areas of Work, Products, Services and Topics for Green Jobs-AP

The groups were asked to agree on one niche per group and then the participants were voting on the niche.

<table>
<thead>
<tr>
<th>The niche</th>
<th>Communicate and promote Green Jobs in Asia Pacific</th>
</tr>
</thead>
</table>
| **Areas of Work** | - Skills Development  
- Capacity building  
- Research  
- Policy making integration on GJ |
| **Products** | - Documentation of lessons learned and GP  
- Manuals and guidelines  
- Database on laws, regulations and policies  
- Mapping exercise |
| **Services** | - Provide collection of good practices  
- Moderated online discussion forums  
- Developing partnership  
- Facilitate Q&A |
| **Topics (for discussion) – Year 1** | - What tools and techniques are available to promote GJ?  
- What support systems should be in place to develop GJ in the SME/informal sector?  
- How to best integrate GJ into national/sector policies?  
- How can the adaptation of climate – resilient systems / infrastructure contribute to green jobs creation?  
- How can governments mainstream GJ into environment related policies? |

In terms of the growth strategy for the Green Jobs-AP the participants decided to have a targeted membership strategy. It was noted that we can all (as members) recommend new members to register online. This allows for a regular flow of new members (membership is approved by a facilitator).

The link to the portal is [http://greenjobs-ap.ilobkk.or.th](http://greenjobs-ap.ilobkk.or.th) and the facilitator then made a brief presentation of the portal and encouraged the participants to register as soon as possible and start sharing resources, news and events on the portal.

Developing a Road Map for Green Jobs-AP

The final technical session before the summary of the workshop was for the groups to suggest short-, medium and long-term activities for the CoP on Green Jobs. The groups presented their suggestions in plenary and the result is presented in the Road Map below. The groups used the results of a survey that was conducted on Day 1 of the workshop to develop the suggestions for activities (the results of the survey can be found in Annex 4 and at [http://greenjobs-ap.ilobkk.or.th/visioning-event/GJ%20-%20Summary%20Survey%20Results.pdf/view](http://greenjobs-ap.ilobkk.or.th/visioning-event/GJ%20-%20Summary%20Survey%20Results.pdf/view)). The survey intended to give an indication of what the participants considered to be the purpose, activities, services and products of the Green Jobs portal.
Some of the key purposes that the CoP on Green Jobs should serve, according to the results of the survey, were to; advocate for Green Jobs to influence others; increase learning and build capacity on Green Jobs, build partnerships and to facilitate the exchange of experiences.

The road map below is a list of the activities presented by the groups. It shows the activities that the participants want to have implemented during the first year. In terms of actions on a short term basis, the participants should first make sure that they register on the portal (http://greenjobs-ap.ilobkk.or.th/createMember), then the next step promote the Green Jobs portal to their colleagues and partners to further increase the membership. The network facilitator will upload the resources from the workshop to the portal, finalize the report and compile the first Community Updates (a quarterly news letter on Green Jobs-AP). Members will also be able to download a power point and a promotional brochure to communicate the message about the Green Jobs CoP in a coherent manner.

Many groups had suggested similar activities so they have been joined and adjusted to suit the expected time needed for each activity.


<table>
<thead>
<tr>
<th>Short term tasks Month 1-3 (January 2011 – December 2011)</th>
<th>Who does it?</th>
<th>With what support/ Partners?</th>
<th>When / Timeframe?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Registration</td>
<td>1. All members</td>
<td>1. ILO facilitator</td>
<td>1. Month 1</td>
</tr>
<tr>
<td>2. Exchange/mapping of member activities/know how</td>
<td>2. All members</td>
<td>2. ILO facilitator</td>
<td>2. Continuously Month 1 – 3</td>
</tr>
<tr>
<td>3. Upload existing docs of members relevant to the areas of work</td>
<td>3. All members</td>
<td>3. ILO facilitators</td>
<td>3. 2nd month</td>
</tr>
<tr>
<td>4. Identification and invitation of new members</td>
<td>4. All members</td>
<td>4. All members + partners</td>
<td>4. 3rd month</td>
</tr>
<tr>
<td>5. Develop and share directory of participants</td>
<td>5. ILO facilitator</td>
<td>5. All members</td>
<td>5. 1st month</td>
</tr>
<tr>
<td>6. Finalize and distribute Workshop report</td>
<td>6. ILO facilitator</td>
<td>6. ILO technical experts</td>
<td>6. 1st month</td>
</tr>
<tr>
<td>7. Founding members to register on the portal</td>
<td>7. All</td>
<td>7. ILO facilitator</td>
<td>7. 1st month</td>
</tr>
<tr>
<td>8. Edit/develop the portal, taking into account outcomes from the Workshop</td>
<td>8. ILO</td>
<td>8. ILO facilitator/technical staff</td>
<td>8. within 1st month</td>
</tr>
<tr>
<td>10. Register and share profile</td>
<td>10. All members</td>
<td>10. ILO facilitator</td>
<td>10. within 1 month</td>
</tr>
<tr>
<td>11. Start the first online discussion</td>
<td>11. ILO + members</td>
<td>11. ILO</td>
<td>11. within 3 months</td>
</tr>
<tr>
<td>Medium term tasks</td>
<td>Who does it?</td>
<td>With what support/Partners?</td>
<td>When / Timeframe?</td>
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<tr>
<td><strong>Month 4-6</strong></td>
<td>1. All members</td>
<td>1. ILO facilitator/Technica l experts</td>
<td>1. 4th month</td>
</tr>
<tr>
<td>(April – June 2011)</td>
<td>2. All members</td>
<td>2. ILO facilitator</td>
<td>2. 5-6th month</td>
</tr>
<tr>
<td>1. Initiate online discussion on Tools and techniques available to promote Green Jobs</td>
<td>3. ILO facilitator</td>
<td>3. Ideas uploaded and voted on at the portal</td>
<td>3. 6th month</td>
</tr>
<tr>
<td>2. Sharing and documentation of good practices</td>
<td>4. A CoP committee</td>
<td>4. ILO facilitator synthesize inputs</td>
<td>4. 6 months</td>
</tr>
<tr>
<td>3. Initiate online discussion on the topics identified</td>
<td>5. ILO facilitator</td>
<td>5. ILO technical staff/CoP members</td>
<td>5. 4th month</td>
</tr>
<tr>
<td>4. Develop promotional material and operations guideline</td>
<td>6. ILO facilitator</td>
<td>6. CoP members</td>
<td>6. 6th month</td>
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<tr>
<td>5. 1st Online discussion forum to take place</td>
<td>7. ILO</td>
<td>7. ITC turin</td>
<td>7. within 6 months</td>
</tr>
<tr>
<td>6. Consultants roster</td>
<td>8. ILO facilitator</td>
<td>8. Members</td>
<td>8. within 6 months</td>
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<table>
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<tr>
<th>Long term tasks</th>
<th>Who does it?</th>
<th>With what support/Partners?</th>
<th>When / Timeframe?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Month 7-12</strong></td>
<td>1. All members</td>
<td>1. Government institutions</td>
<td>1. 6-12 months</td>
</tr>
<tr>
<td>(July – December 2011)</td>
<td>2. All members</td>
<td>2. ILO facilitator</td>
<td>2. Continuing</td>
</tr>
<tr>
<td>1. Country experience sharing of policy integration of GJ</td>
<td>3. ILO + Governments (India, China, Nepal, Bangladesh)</td>
<td>CoP members + partners/colleagues</td>
<td>3. within 12 months</td>
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<tr>
<td>2. Expand membership (1 member should at least invite 1 person)</td>
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<tr>
<td>3. Sharing of experiences on developing/integrating Green Jobs into national/Sector policies</td>
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The survey showed that the participants wanted to have a clear roadmap of what is expected of the CoP and its members, further, a strategy for gradual expansion of the CoP was requested, these two
issues have been addressed in the workshop and the roadmap and membership strategy can be found above. On a longer term basis the participants also, through the survey, requested better online access and sharing capabilities of products, services and good practices, this will gradually happen as members sign up, share resources, events, news and take part in discussions. This process will be facilitated by the Green Jobs-AP network facilitator. The members provided positive and constructive feedback (for the summary of the workshop evaluation see Annex 3) and in the continued process of the development of Green-Jobs-AP all members need to be proactive and further promote the CoP.
### Day 1: Tuesday 14 December, 2010

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Structure / Mode of Delivery</th>
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<tbody>
<tr>
<td>0830 – 09.00</td>
<td>Registration</td>
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<tr>
<td>09.00</td>
<td><strong>Session 1: Welcome and Introduction</strong></td>
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<td></td>
<td>- Opening: setting the scene for the 2 day event</td>
<td>Brief opening remarks</td>
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<td></td>
<td>- Icebreaker / teambuilding exercise</td>
<td>Guided / Structured group work / Debrief</td>
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<td></td>
<td>- Overview of the agenda and objectives</td>
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<tr>
<td>1000 – 1030</td>
<td>Break</td>
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<tr>
<td>1030 – 1200</td>
<td><strong>Session 2: Basics of Knowledge Management</strong></td>
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<td>- What are Communities of Practice: defining CoPs and understanding</td>
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<td>their nature, concept and rationale</td>
<td>Presentation / Structured group work / Debrief</td>
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<td></td>
<td>- Plotting the beginning of a CoP</td>
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<tr>
<td>1200 – 1330</td>
<td>Lunch</td>
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<tr>
<td>1330 – 1500</td>
<td><strong>Session 3: How does other CoP’s look like</strong></td>
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<td></td>
<td>- Example of a existing regional CoP’s and Networks</td>
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<td>- What does my CoP on Green Jobs look like – a graphic visual</td>
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<tr>
<td>1500 – 1530</td>
<td>Break</td>
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<tr>
<td>1530 - 1700</td>
<td><strong>Session 4: Member reflections</strong></td>
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<td>- What Green Jobs lessons has been learned so far</td>
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<td></td>
<td>- Individual reflections</td>
<td>Story telling / Structured group work / Debrief</td>
</tr>
<tr>
<td>Time</td>
<td>Session</td>
<td>Structure / Mode of Delivery</td>
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<tr>
<td>0830 – 1000</td>
<td><strong>Session 5: An overview of Green Jobs activities</strong></td>
<td>Presentation / Structured group work / Debrief</td>
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<td></td>
<td>- The Regional Green Jobs Perspective</td>
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<td>- Reflections from the survey</td>
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<tr>
<td></td>
<td>- What is the Niche of our community</td>
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<tr>
<td>1000 – 1030</td>
<td><strong>Break</strong></td>
<td></td>
</tr>
<tr>
<td>1030 – 1200</td>
<td><strong>Session 6: Development of Niche of Green Jobs-Ap</strong></td>
<td>Guided / Structured group work / Debrief</td>
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<tr>
<td></td>
<td>- <strong>Areas of work</strong> or focus / concentration</td>
<td></td>
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<tr>
<td></td>
<td>- <strong>Products</strong> that CoP members may jointly deliver</td>
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<tr>
<td></td>
<td>- <strong>Services</strong> that the CoP should render to its members</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- <strong>Topics</strong> that should be discussed online through the CoP portal</td>
<td></td>
</tr>
<tr>
<td>1200 – 1330</td>
<td><strong>Lunch</strong></td>
<td></td>
</tr>
<tr>
<td>1330 – 1500</td>
<td><strong>Session 7: Developing next steps for Green Jobs-AP</strong></td>
<td>Guided / Structured group work / Debrief</td>
</tr>
<tr>
<td></td>
<td>- Positioning the Green Jobs-AP CoP: interactive voting</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- A Roadmap for action for Green Jobs-AP including</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Roles and responsibilities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- For short, medium and long term tasks</td>
<td></td>
</tr>
<tr>
<td>1500 – 1530</td>
<td><strong>Break</strong></td>
<td></td>
</tr>
<tr>
<td>1530 – 1700</td>
<td><strong>Session 8: Wrap-up and closing</strong></td>
<td>Presentation / Structured group work / Debrief</td>
</tr>
<tr>
<td></td>
<td>- Individual / Personal commitments to the community</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Closing thoughts and reflections</td>
<td></td>
</tr>
</tbody>
</table>
## ANNEX 2 – List of Participants

**Workshop on Establishing a Regional Community of Practice for Green Jobs in Asia and the Pacific**  
**Jakarta, Indonesia**  
**14-15 January**

### Government
- **Bangladesh**
  - Ministry of Labour and Employment
  - Mr. MD Abdur Razzaque
  - Joint Secretary
- **China**
  - Ministry of Human Resources and Social Security
  - Ms. Libin Zhang
  - Director, Senior Research Fellow
- **India**
  - Ministry of Labour and Employment
  - Ms. Amarjeet Kaur
  - Deputy Director General (Employment)
- **Indonesia**
  - Ministry of Manpower and Transmigration
  - Mr. Sigit Rasyid Raharjo
  - Staff of Empowerment Unit
- **Nepal**
  - Ministry of Labour and Transport Management
  - Mr. Deepak Subedi
  - Joint Secretary
- **Philippines**
  - Department of Labor and Employment
  - Ms. Cynthia R Cruz
  - Executive Director of the Institute for Labor Studies
- **Sri Lanka**
  - Ministry of Labour Relations and Productivity Promotion
  - Mr. K.G.H.S.P Silva
  - Assistant Director
- **Thailand**
  - Ministry of Labour
  - Ms. Chomporn Lohwacharin
  - Skills Development Technical Officer

### Employers
- **Bangladesh**
  - Bangladesh Employers’ Federation
  - Mr. Munawar Moin
  - Group Director, Rahimafrooz Batteries Ltd.
- **China**
  - China Enterprise Confederation (CEC)
  - Ms. Wei Sun
  - Chief Coordinator of Members
- **India**
  - Council of Indian Employers
  - Mr. Sharad Shankarrao Patil
  - Secretary General
  - Employers Association of Indonesia (APINDO)
  - Mr. Djimanto
  - Deputy Chairman
- **Philippines**
  - Employers Confederation of the Philippines (ECOP)
  - Mr. Jose Rolad Moya
  - Deputy Director General
- **Sri Lanka**
  - The Employers’ Federation of Ceylon
  - Ms. Thamali Senanayake
  - Senior Industrial Relations Advisor
- **Thailand**
  - Employers’ Confederation of Thailand (ECOT)
  - Mr. Sakchai Boonsuya
  - Human Resource Manager

### Workers
- **Bangladesh**
  - Bangladesh Free Trade Union Congress (BFTUC)
  - Mr. Morshed SM
  - Advisor, Labour and Environment Unit, Education Department
- **China**
  - All-China Federation of Trade Unions
  - Ms. Xin Qian
  - Programme Officer
- **India**
  - Self-Employed Women's Association (SEWA)
  - Ms. Veena Sharma
  - Senior Co-Ordinator
Indonesia
Federation of All-Indonesian Wood Forestry and General Workers Unions
Ms. Rulita WijayaningdyaH
International Secretary

Nepal
Nepal Trade Union Congress-Independent (NTUC-I)
Mr. Surya Prasad Nepal
Head of Central Member Department

Philippines
Metro Cebu Water District Employees Union
Mr. Gil Sabinorio
Vice President

Sri Lanka
Lanka Jathika Estate Workers Union
Mr. Sitraras Sivalingam
Industrial Relation Officer

Experts
Peter Jams Glynn, Bond University
FES Jakarta
Rifki Sungkar, INDECO, Jakarta

International Labour Organization (ILO)
Mr. Johan Arvling
Senior Program Officer – Knowledge Management

Mr. Vincent Jugault
Senior Specialist in Environment & Decent Work

Ms. Ivanka Mamic
Technical Specialist, CSR and Green Jobs

Ms. Myriam Fernando
Project Coordinator / Green Jobs in Asia

Ms. Jenny Bjork
Green Jobs-AP facilitator
ANNEX 3 – Summary of evaluation form

Establishing a Regional Community of Practice for Green Jobs in Asia and the Pacific
14 - 15 December, 2010
Jakarta, Indonesia

<table>
<thead>
<tr>
<th>General meeting arrangements, process and resource persons</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Excellent</td>
</tr>
<tr>
<td>1. Quality of meeting material, guidance, clarifications and responses provided?</td>
<td>13</td>
</tr>
<tr>
<td>2. Time management?</td>
<td>15</td>
</tr>
<tr>
<td>3. Clarity of expression and quality of presentations?</td>
<td>14</td>
</tr>
<tr>
<td>4. Quality of session resource persons?</td>
<td>12</td>
</tr>
<tr>
<td>5. Dynamism and participation of group work?</td>
<td>13</td>
</tr>
<tr>
<td>6. Quality of the workshop facilities / room?</td>
<td>7</td>
</tr>
<tr>
<td>7. Quality of the food at lunch and in breaks</td>
<td>4</td>
</tr>
<tr>
<td>8. Quality of facilitator?</td>
<td>12</td>
</tr>
<tr>
<td>9. Overall usefulness of the pre-workshop survey?</td>
<td>6</td>
</tr>
<tr>
<td>10. Overall usefulness of the workshop?</td>
<td>6</td>
</tr>
</tbody>
</table>

Day 1

<table>
<thead>
<tr>
<th>Meeting Sessions</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Excellent</td>
</tr>
<tr>
<td>1. Welcome and introduction</td>
<td>6</td>
</tr>
<tr>
<td>2. Session 2: Basics of Knowledge Management</td>
<td>12</td>
</tr>
<tr>
<td>3. Session 3: How does other CoPs look like</td>
<td>8</td>
</tr>
<tr>
<td>4. Session 4: Member reflections – Story telling</td>
<td>7</td>
</tr>
</tbody>
</table>

Day 2

<table>
<thead>
<tr>
<th>Meeting Sessions</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Excellent</td>
</tr>
<tr>
<td>1. Session 5: An overview of Green Jobs activities</td>
<td>7</td>
</tr>
<tr>
<td>2. Session 6: Developing a niche for the Green Jobs-AP</td>
<td>10</td>
</tr>
<tr>
<td>3. Session 7: Developing next steps for the Green Jobs-AP</td>
<td>8</td>
</tr>
<tr>
<td>4. Session 8: Wrap-up and closing</td>
<td>12</td>
</tr>
</tbody>
</table>
Please list two things that you would you have done different if you organized a similar meeting?

- Could have a larger group
- Could have 3-4 days instead of 2
- The facilitator did a fantastic job
- The food could be better as well as the eating arrangements
- Lunches were not good
- Prepare different kinds of food
- More people to provide assistance and services
- This course should be 3 days
- A field visit is also needed
- Explore more in detail the website
- May have a site visit
- Taking into consideration food requirements of all participants
- Some time on hands on the portal
- Offer more data
- More interactive
- More listening less talk
- I will not use plastic bottle in drink serving
- Presentation of WG in different orders
- Mixing of WG participants so that gets to meet the other participants
- A lot of exercises could have been shortened
- Learn more about Green Jobs
- Introduce our community
- Formal introduction in the opening session
- A brief introduction and guidance to participants before the programme
- Participants list distributed in the beginning of the workshop
- Better explanation of the nature of the workshop in the introduction
- Groups to change every day
- Share pre-information about lecture
ANNEX 4 – Survey Results

Who, in your opinion, should be in charge of facilitating and managing a CoP on Green Jobs?

What, in your mind, would you like to see emerging from this learning event. Please select the top 3 and rate them 1-3, with 1 being the most useful.

- A clear roadmap of what is expected from the CoP and its members at t...
- Clear roles and responsibilities for CoP members
- Better online access and sharing capabilities for products and services...
- Useful Green Jobs material e.g. books, articles, how-to-guides, projec...
- A roster of consultants working on Green Jobs in the region
- A strategy for gradual expansion of the CoP to also include more members
What SPECIFIC SERVICES would you want to see being rendered by the CoP to its members over the course of the next 12 months? Please select the top 3 and rate them 1-3, with 1 being the most useful.

- Referring qualified consultants in the sector
- Issuing a quarterly Newsletter
- Moderating scheduled e-discussions
- Consolidating replies subsequent to discussions
- Sharing of good practices
- Conducting comparative research in selected areas
- Acting as a central knowledge depository
- Establishing a skills map of current Green Jobs...
- Mapping out Green Jobs learning and development
- Developing manuals on specific topics
- All Other Responses

What SPECIFIC PRODUCTS would you want to see produced by members of this CoP over the course of the next 12 months? Please select the top 3 and rate them 1-3, with 1 being the most useful.

- Mapping exercises that document lessons learned and good practice reg....
- Manuals and guidelines on specific Green Jobs issues
- Video / CD on specific Green Jobs issues
- Quarterly newsletter for community members
- A recurrent list of regional training opportunities in the area of Gr...
- A recurrent list of research institutions and other relevant partners...
- A roster of regional experts in the area of Green Jobs
- An online calendar with all key Green Jobs meetings and events
- A Public Announcement campaign advocating for better understanding of...
What in your opinion should be the main economic sectors covered by a CoP on Green Jobs? Please select the top 3 and rate them 1-3, with 1 being the most useful.

Manufacturing and energy intensive sectors (greening of) renewable energy
Waste management
Transport
Agriculture
Natural resource management (including forestry, water, fisheries)
Construction / building
Tourism

Within the context of Green Jobs, what entry points should the CoP focus on? Please select the top 3 and rate them 1-3, with 1 being the most useful.

Decent work
Employment intensive environment related
Finance (micro, project finance)
Gender
ILO constituents
Local economic development and local authorities
Occupational health and safety
Skills development
Small and medium sized enterprises
Collaboration with Specialised UN agencies
In your opinion, what key purposes do you feel a CoP on Green Jobs should serve? Please select the top 5 and rate them 1-5, with 1 being the most useful.
Please indicate what percentage of your professional time you spend on working on items related to Green Jobs. Please select one.