ILO Regional Office for Asia and the Pacific (ROAP) 
Visioning Event

Asia Pacific Knowledge Network on Industrial Relations

United Nations Conference Centre 
Bangkok, Thailand 
26-28 April, 2011
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# ACRONYMS and DEFINITIONS

<table>
<thead>
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<th>Acronym</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACTEMP</td>
<td>ILO Bureau for Employers’ Activities</td>
</tr>
<tr>
<td>ACTRAV</td>
<td>ILO Bureau for Workers’ Activities</td>
</tr>
<tr>
<td>AP-IRNet</td>
<td>Asia Pacific Industrial Relations Network</td>
</tr>
<tr>
<td>CB</td>
<td>Collective Bargaining</td>
</tr>
<tr>
<td>CBA</td>
<td>Collective Bargaining Agreement</td>
</tr>
<tr>
<td>CoP</td>
<td>Community of Practice</td>
</tr>
<tr>
<td>DWT</td>
<td>Decent Work Team</td>
</tr>
<tr>
<td>ER</td>
<td>Employment Relations</td>
</tr>
<tr>
<td>FoA</td>
<td>Freedom of Association</td>
</tr>
<tr>
<td>ILO</td>
<td>International Labour Organization</td>
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<tr>
<td>IR</td>
<td>Industrial Relations</td>
</tr>
<tr>
<td>KSP</td>
<td>Knowledge sharing platform</td>
</tr>
<tr>
<td>MNC</td>
<td>Multinational Corporation</td>
</tr>
<tr>
<td>ROAP</td>
<td>Regional Office for Asia and the Pacific</td>
</tr>
<tr>
<td>SME</td>
<td>Small and Medium Enterprises</td>
</tr>
</tbody>
</table>
BACKGROUND

In response to its constituents’ request for a better sharing of ILO’s knowledge resources, the ILO Regional Office for Asia and the Pacific (ROAP) has initiated the development of communities of practice, i.e. “interactive networks of committed professionals bound by a common interest” in various subject areas. The first four Communities of Practice – Youth Employment (AP-YouthNet), Green Jobs (Green Jobs-AP), Migration (AP-MagNet) and Skills and Employability – are now operational and accessible at http://ap-youthnet.ilobkk.or.th/, http://greenjobs-ap.ilobkk.or.th/, http://apmagnet.ilobkk.or.th/ and http://skills-ap.ilobkk.or.th/.

Initial results from these 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 the use of ILO’s technical resources.

Aims of AP-IRNet
The AP-IRNet will provide a forum for committed professionals to: share and access technical and practical knowledge on Industrial and Employment Relations; to encourage debate and discussions for better understanding; and strengthen a common agenda for decent work in Asia and the Pacific. In more specific ways, the CoP will:

- encourage information sharing among interested ILO professionals at HQ and in the field;
- create a portal of policy, research, and training resources accessible to ILO staff and outside users;
  - facilitate sharing of information and experience;
  - Promote events and news on labour and employment relations;
  - Encourage the development of joint initiatives to further regional cooperation

The Process of Creating a Community of Practice
While the overall design of AP-IRNet is consistent with other established CoPs of Asia and the Pacific, the establishment of AP-IRNet and agreement on its features is a participatory and consultative process. It started with a concept note that laid out the rationale for AP-IRNet, followed by a survey sent to about 300 IR specialists and technical staff in the Asia/Pacific region. The Visioning Event was the next step in the process.

OBJECTIVES OF THE VISIONING EVENT

The meeting in Bangkok from 26-28 April 2011 brought together 24 tripartite constituents from eight countries, and 8 ILO specialists, including from ACTRAV and ACTEMP (see List of Participants in annex 2). The objectives of the event were to introduce the concept of communities of practice, to share experience from the ILO with regards to the existing communities in the region, and to identify IR challenges and practical responses for Asia and the Pacific. The participants, who make up the “founding members” of AP-IRNet, were introduced to the mechanics of CoPs during the three day workshop, and developed the niche and work plan for AP-IRNet, including a timeline and concrete activities for the short-term (up to three months), medium term (three to six months) and long term (one year).

Financial support was provided by ROAP, DIALOGUE, and ILO Country Offices in New Delhi, Beijing and Vietnam.
DAY 1

Welcome and Introduction

The tripartite participants were given the opportunity to meet in separate groups (workers’, employers’ and government representatives) to coordinate a common position or strategy for the workshop prior to the actual start of the workshop.

The first session began with welcoming remarks by Mr. John Ritchotte, ILO Specialist in Labour Administration and Labour Relations, DWT Bangkok, followed by a short introduction by Mr. Johan Arving, ILO ROAP Senior Programme Officer for Knowledge Management and facilitator of the event.

The participants then introduced themselves and had informal conversations about their experiences on Industrial Relations. They learned that collectively they have more than 220 years of IR experience, all of which is available to be shared in one way or another. As a second component of the sociogramming exercise, the participants were asked to produce something from their pockets or something on their person that they used regularly, and put the item on the floor in front of them. It was hoped that by the end of the workshop, participants will realize that the AP-IRNet platform is also something that should always be kept in their “conceptual pockets.”

Basics of Knowledge Management and CoPs

The facilitator then shared basic concepts on knowledge management and communities of practice (CoP). He discussed sharing versus hoarding and the importance of sharing information and knowledge, and then provided a number of definitions for CoPs, e.g., “a group of professionals, informally bound together through exposure to a common class of problems or pursuit of solutions.” It can be described as a “virtual team” that meets once/twice a year but stays connected throughout that period.

Following this broader overview, Mr. Arving delivered a brief presentation on the structure and aims of other CoPs, using AP-YouthNet, (which is the most mature CoP of the ILO ROAP) as a demonstration. This presentation was followed by a brief virtual real-time tour of the newly designed AP-IRNet, including a live demonstration of basic features and functions of the CoP.

Drawing a Vision for AP-IRNet and Structured Storytelling

The participants were then asked to creatively illustrate how they envision the operation of AP-IRNet. The results were varied but the message was unified – that there is a common problem/challenge that everyone is working towards solving – and that everyone must come together, think together and most importantly work together. Photos of all illustrations can be found here.

The participants were then asked to each share a specific story about IR practices, policies, programs, initiatives, expertise etc. with their respective groups. They were then instructed to decide on the best story in the group and share it with the workshop.

The key messages of the stories included: (1) the importance of dialogue between workers and management; (2) the importance of conciliation; and (3) the importance of following a dispute resolution procedure in order to resolve workplace disputes; (4) successful IR are based on the premise of open communication and acting in good faith. A summary of each story can be found here.
DAY 2

An Overview of IR Issues in the Region

Mr. Ritchotte presented an overview of IR developments in Southeast Asia, which he described as a generally very ‘IR active’ region. He pointed out that practically every country in Southeast Asia is undergoing major changes in the area of:

- IR
- Labour Law Reform
- Social Dialogue
- Trade Union Law
- Minimum Wage Setting
- Employment contracts, termination, outsourcing

Following these general remarks, Mr. Ritchotte provided more detailed information about IR developments in Indonesia, Philippines, Malaysia, Cambodia& Laos, Singapore and ASEAN (the full presentation can be found here.)

Mr. Ritchotte’s presentation was followed by a brief overview of IR developments in China by Mr. Chang-Hee Lee, ILO Senior Specialist in Industrial Relations and Social Dialogue (ILO Beijing). Mr. Lee pointed out that while China is undergoing major changes in IR, the rest of the region and even China’s neighboring countries are not aware of these changes- a circumstance which will hopefully be changed by and through the AP-IRNet community.

The next speaker was Ms. Marleen Rueda, ILO Senior Specialist in Social Dialogue (ILO DWT New Dehli), who then presented IR trends and challenges in South Asia ("Negotiating Decent Work in South Asia"). The speaker described the general context for IR in the region as being characterized by:

- Unstable political environment in some countries (e.g. Afghanistan and Pakistan)
- Large share of the public sector
- Many workers are outside the coverage of labour laws
- Multiplicity of trade unions, often with political affiliations
- Decline in average membership of established unions
- Decrease of unionism in organized sectors- or stagnation- due to the decline in permanent employment with the exception of India
- Increased unionization of contract workers, primarily in larger establishments
- Emergence of trade unions in SMEs
- High unionization rates in the public sector

This general overview of IR trends in South Asia was followed by a presentation of some of the most critical IR challenges and emerging trends in this sub-region which can be found here.

The three thematic presentations were followed by a brief and lively Q&A session
**Establishing an AP-IRNet niche**

In this final session of the second day, where the participants, in their groups, were asked to decide on: a niche for the AP-IRNet; five working areas; five products; five services and five topics. The groups then presented their ideas and voted with the results as follows:

<table>
<thead>
<tr>
<th>The Niche</th>
<th>“The premier gateway for information exchange on Industrial Relations in Asia and the Pacific”…</th>
</tr>
</thead>
</table>
| The Working Areas | (1) Collective Bargaining  
(2) Wages  
(3) Procedures for dispute resolution  
(4) Social Dialogue  
(5) Labour Law application/ enforcement |
| The products | (1) Documentation on good IR practices  
(2) Training manuals/ how-to guides  
(3) Research papers/ sample of CBAs  
(4) Relevant IR articles  
(5) Overall IR related statistics |
| The services | (1) Online helpdesk  
(2) Online discussion  
(3) Provision of e-learning course on IR  
(4) Regular updating of IR information  
(5) Referral services on IR experts |
| The topics | (1) How to ensure trade unions’ representation of workers from employer interference?  
(2) What are the options for better regulation of contract labour for security and fairness  
(3) What are the measures to ensure the application of minimum wages?  
(4) How do we promote bipartite dispute resolutions without government?  
(5) How can collective bargaining improve social dialogue? |
**DAY 3**

Related resources and presentations can be found at [http://ap-irnet.or.th/events/visioning-event](http://ap-irnet.or.th/events/visioning-event).

**Development of next steps for AP-IRNet**

This final day of the event started off with a recap of the first two days. The founding group also reached a common decision with regards to the growth strategy of the CoP; they decided that AP-IRNet should have a *Targeted growth* where founding members can continuously recommend new members to register online. This allows for a regular flow of new members, although the membership will still be approved by the facilitator.

This final work session of the event consisted of work planning, creating a roadmap of action for AP-IRNet on a short, medium and longer term basis with specific and concrete tasks and next steps. The objective of the session was that the groups would use the outputs from day 1 and 2 to decide on key steps / tasks to be undertaken to be able to deliver key services and products. The results of the group work can be seen in the table below.
<table>
<thead>
<tr>
<th>Short 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 1-3</strong> (May 2011 – August 2011)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Registration/ complete member profile</td>
<td>1. All members</td>
<td>1. ILO</td>
<td>1. 1 Month</td>
</tr>
<tr>
<td>2. Uploading Events, News, Resources, Information about / links to members’ organizations</td>
<td>2. All members</td>
<td>2. Facilitator</td>
<td>2. 2 Weeks</td>
</tr>
<tr>
<td>3. Reporting on Visioning Event</td>
<td>3. Facilitator</td>
<td>3.</td>
<td>3. 2 Weeks</td>
</tr>
<tr>
<td>4. Uploading information about country labour laws and CBA</td>
<td>4. All members</td>
<td>4. Facilitator</td>
<td>4. 3 Months</td>
</tr>
<tr>
<td>5. Recruitment of new members</td>
<td>5. Members</td>
<td>5. ILO, Facilitator</td>
<td>5. 1-3 Months</td>
</tr>
<tr>
<td>6. Promotional Material for CoP and invitation template</td>
<td>6. All members</td>
<td>6. All</td>
<td>6. 1-3 Months</td>
</tr>
<tr>
<td>7. Develop membership/ registration policy (draft within 4 weeks)</td>
<td>7. ILO and members</td>
<td>7.</td>
<td>7. 1-3 Months</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Medium 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 3-6</strong> (August – November 2011)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Creating Awareness/Campaign about IR within and outside organization</td>
<td>1. members</td>
<td>1. ILO, Facilitator</td>
<td>1. 3-6 Months</td>
</tr>
<tr>
<td>2. Online Discussion Forum with consolidated response/ paper</td>
<td>2. members</td>
<td>2. ILO, external moderator(s)/ technical expert/ Facilitator</td>
<td>2. 3-6 Months</td>
</tr>
<tr>
<td>3. Develop work plan for 2012-3</td>
<td>3. members</td>
<td>3. ILO, Facilitator</td>
<td>3. 3-6 Months</td>
</tr>
<tr>
<td>4. Identify regional IR experts</td>
<td>4. members and ILO network</td>
<td>4. Input from members</td>
<td>4. 6 Months</td>
</tr>
<tr>
<td>5. Survey on Minimum Wage Setting Mechanisms</td>
<td>5. Members/ ILO</td>
<td>5.</td>
<td>5. 6 Months</td>
</tr>
<tr>
<td>Long term tasks</td>
<td>Who does it?</td>
<td>With what support/Partners?</td>
<td>When / Timeframe?</td>
</tr>
<tr>
<td>-----------------</td>
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<tr>
<td>Month 6-12</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(November 2011- May 2011)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>1. IR country statistics</td>
<td>1. members</td>
<td>1. Facilitator</td>
<td>1. 6-12 Months</td>
</tr>
<tr>
<td>2. Development means for feedback and suggestions ('suggestion box')</td>
<td>2. ILO with member feedback</td>
<td>2. Facilitator</td>
<td>2. 6-12 Months</td>
</tr>
</tbody>
</table>
**Closing**

Mr. John Ritchotte gave closing remarks and reminded everyone about their central role in the successful development of this community of practice, and the importance of communication and cooperation across organizations, ministries and disciplines.

The facilitator ended the event with an exercise where the participants were seated in an “airplane” style setting, they were asked to share their experiences of the last three days with their neighbor and then some of the participants shared their discussions with the whole group. The facilitator also reminded the participants that they are all the founding members of AP-IRNet and they should register as soon as possible and then keep the AP-IRNet in their virtual pockets at all times.

Finally, the founding members each received an AP-IRNet coffee mug which reads “Founding Member of AP-IRNet”.
## ANNEX 1 - AGENDA

**AGENDA**

**ILO Regional Office for Asia and the Pacific – Community of Practice on Industrial Relations**

Bangkok, Thailand

26-28 April, 2011

### Day 1: Tuesday 26 April, 2011

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Structure / Mode of Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>0830-0900</td>
<td><strong>Group Meetings</strong></td>
<td>Separate Unions, Employers and Government representatives meetings</td>
</tr>
<tr>
<td>0900</td>
<td><strong>Session 1: Welcome and Introduction</strong></td>
<td>Brief opening remarks</td>
</tr>
<tr>
<td></td>
<td>- Opening: setting the scene for knowledge sharing event</td>
<td>Guided / Structured group work / Debrief</td>
</tr>
<tr>
<td></td>
<td>- Icebreaker / teambuilding exercise</td>
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<tr>
<td></td>
<td>- Overview of the agenda and objectives</td>
<td></td>
</tr>
<tr>
<td>0900</td>
<td><strong>Session 2: Basics of Knowledge Management</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- What are Communities of Practice: defining CoPs and understanding</td>
<td></td>
</tr>
<tr>
<td></td>
<td>their nature, concept and rationale</td>
<td></td>
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<tr>
<td></td>
<td>- Plotting the beginning of a CoP- where is AP-IRNet now?</td>
<td></td>
</tr>
<tr>
<td>1000 – 1030</td>
<td><strong>Break</strong></td>
<td></td>
</tr>
<tr>
<td>1030 – 1200</td>
<td><strong>Session 2: Basics of Knowledge Management</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- What are Communities of Practice: defining CoPs and understanding</td>
<td></td>
</tr>
<tr>
<td></td>
<td>their nature, concept and rationale</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Plotting the beginning of a CoP- where is AP-IRNet now?</td>
<td></td>
</tr>
<tr>
<td>1200 – 1330</td>
<td><strong>Lunch</strong></td>
<td></td>
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<tr>
<td>1330 – 1500</td>
<td><strong>Session 3: How other CoPs look like</strong></td>
<td></td>
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<tr>
<td></td>
<td>- Example of a existing regional CoP’s and Networks</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- A virtual real-time tour of AP-IRNet</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- What does my CoP in Industrial and Employment Relations look like –</td>
<td></td>
</tr>
<tr>
<td></td>
<td>why is one needed- Visualizing your CoP</td>
<td></td>
</tr>
<tr>
<td>1500 – 1530</td>
<td><strong>Break</strong></td>
<td></td>
</tr>
<tr>
<td>Time</td>
<td>Session</td>
<td>Structure / Mode of Delivery</td>
</tr>
<tr>
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<td>--------------------------------------------------------------------------</td>
<td>---------------------------------------------------</td>
</tr>
<tr>
<td>1530 - 1700</td>
<td><strong>Session 4: Member reflections</strong>&lt;br&gt;- Reflections from the survey&lt;br&gt;- What IR/ER lessons has been learned so far&lt;br&gt;- Knowledge networking in IR/ER: regional status</td>
<td>Story telling / Structured group work / Debrief</td>
</tr>
</tbody>
</table>

### Day 2: Wednesday 27 April, 2011

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Structure / Mode of Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>0830 – 1000</td>
<td><strong>Session 5: An overview of IR/ER Issues in the Region</strong>&lt;br&gt;- The Regional Industrial Relations/Employment Relations Perspective</td>
<td>Presentation / Structured Q &amp; A / Debrief</td>
</tr>
<tr>
<td>1000 – 1030</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>1030 – 1200</td>
<td><strong>Session 6: Establish a NICHE for AP-IRNet going forward</strong>&lt;br&gt;- Polishing what it is we will focus our collective time and resources on&lt;br&gt;- What will AP-IRNet do?</td>
<td>Guided / Structured group work / Debrief</td>
</tr>
<tr>
<td>1200 – 1330</td>
<td><strong>Session 7: Within this NICHE: identify and agree on 5 key:</strong>&lt;br&gt;- Areas of work or focus/concentration&lt;br&gt;- Products that CoP members may jointly deliver</td>
<td>Guided / Structured group work / Participatory Voting</td>
</tr>
<tr>
<td>1500 – 1530</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>1530 – 1700</td>
<td><strong>Session 8: Within this NICHE: identify and agree on 5 key:</strong>&lt;br&gt;- Services that the CoP should render to its members&lt;br&gt;- Topics that should be discussed online through AP-IRNet</td>
<td>Presentation / Structured group work / Participatory Voting</td>
</tr>
<tr>
<td>Time</td>
<td>Session</td>
<td>Structure / Mode of Delivery</td>
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</table>
| 0830 – 1000| **Session 9: Recap of day 1 and 2**  
- Highlight critical/ consolidated agreements/ outputs  
- Team Building Exercise- the Value of structured team work | Presentation / Structured group work / Debrief |
| 1000 – 1030| **Break**                                                               |                              |
| 1030 – 1200| **Session 10: Development of next steps for AP-IRNet**  
- Establishing a roadmap of action for AP-IRNet including:  
- Roles and responsibilities for short, medium and long term tasks | Introduction / Structured group work / Debrief |
| 1200 – 1330| **Lunch**                                                               |                              |
| 1330 – 1500| **Session 11: Development of next steps for AP-IRNet**  
- Selling the AP-IRNet story | Structured group work / Group presentation |
| 1500 – 1530| **Break**                                                               |                              |
| 1530 – 1700| **Session 12: Wrap up and closing**  
- Individual / personal commitments to the community  
- Closing | Guided / Structured group work |
ANNEX 2 – List of Participants

Visioning Event for an ILO Asia Pacific Community of Practice (CoP) on Industrial Relations
Bangkok, Thailand: 26-28 April 2011

List of Participants

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## ANNEX 3 – Summary of evaluation form

<table>
<thead>
<tr>
<th>SESSIONS</th>
<th>Excellent</th>
<th>Very Good</th>
<th>Average</th>
<th>Poor</th>
<th>Very Poor</th>
<th>Total</th>
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<tbody>
<tr>
<td>Quality of meeting material, guidance, clarifications and responses provided?</td>
<td>16</td>
<td>8</td>
<td></td>
<td></td>
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<tr>
<td>Time management</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>24</td>
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<tr>
<td>Clarity of expressions and quality of presentations</td>
<td>20</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td>24</td>
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<tr>
<td>Quality of Resource persons</td>
<td>19</td>
<td>4</td>
<td>1</td>
<td></td>
<td></td>
<td>24</td>
</tr>
<tr>
<td>Dynamism and participation of group work</td>
<td>14</td>
<td>9</td>
<td></td>
<td></td>
<td></td>
<td>23</td>
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<tr>
<td>Quality of the workshop facilities/room</td>
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<td>9</td>
<td></td>
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<tr>
<td>Quality of the food/break snacks</td>
<td>11</td>
<td>11</td>
<td>2</td>
<td></td>
<td></td>
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<tr>
<td>Quality of the Facilitator</td>
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<td></td>
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<tr>
<td>Overall usefulness of the visioning workshop</td>
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<td>8</td>
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<tr>
<td>(1) Welcome and Introductory Session</td>
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<td>7</td>
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<tr>
<td>(2) Basics of knowledge management</td>
<td>14</td>
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<td></td>
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<td>24</td>
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<td>(3) What do other CoPs look like</td>
<td>11</td>
<td>11</td>
<td>2</td>
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<tr>
<td>(4) Member reflections</td>
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<td>9</td>
<td>2</td>
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<tr>
<td>(5) An overview of IR issues and responses</td>
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<td>(6) Establish a Niche for AP-IRNet going forward</td>
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<tr>
<td>(7+8) Within this Niche: identify and agree on 5 key: areas of work, products, services, topics</td>
<td>15</td>
<td>9</td>
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<td>(9) Recap of day 1 and 2</td>
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<td>3</td>
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<td>(10) Development of next steps for AP-IRNet- Establishing a</td>
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<td>roadmap of action</td>
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<td>(11) Development of next steps for AP-IRNet I- Selling the AP-IRNet story</td>
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<td>(12) Wrap up and closing</td>
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<td>6</td>
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