



## **Knowledge Network Working Groups (KN Working Groups) Guidelines**

### **UNWTO Knowledge Network (KN)**

KN working groups should strive for efficiency in their processes to achieve actionable outcomes. For this reason, certain structure considerations and rules of operation have been established. All members of a KN working group should abide the structure and rules mentioned below. To be part of a KN working group, the organization/individual will be asked to complete a Letter of Commitment that details the general regulations and any specific rules.

#### **1. Member organizations**

A KN working group must be comprised of at least 3 organizations associated with KN. Organizations designated as Member States, Affiliate Members and Tedqual Institutions are encouraged to be part of KN working groups. Affiliate Members and Tedqual certified programmes that wish to participate in a KN working group will be cordially asked to become part of KN. International organizations and associations working on international development and cooperation are also welcomed to participate in KN Working Groups under invitation of UNWTO.

KN will participate as an observer and facilitator in all working group activities. Although not mandatory, UNWTO programmes can also participate by invitation from the members or KN (UNWTO participation should be limited up to 1/4 of the group, excluding KN's observer role).

As mentioned below, KN will assume the role of Secretary and will maintain an impartial participation, mainly focused on the structure and nature of the interactions rather than the content. In special occasions, such as per request of the Team Leader or working group member or imminent threat to UNWTO's principles, KN will express technical opinion. KN will facilitate the free flow of communication and information between the members of the working group, and, if circumstances require shall facilitate communications between the working group and UNWTO programmes.

#### **2. Meetings**

KN working groups should have periodical meetings and working sessions, the frequency of these shall be determined by the working group depending on the scope of its objectives. Meetings should be preferably conducted via phone-conferences or other online meeting systems; nevertheless, it is recommended that in-person meetings are also conducted to foster stronger networking opportunities. As outlined below, in-person meetings could be either on an inaugural session, a key development phase session (e.g. to discuss the results of major study conducted by the group) or on a final session to present the conclusions and recommendations of the working group.

1. Working Group idea and purpose development (virtual or physical meeting)
2. Draft of Working Group Concept Paper (virtual)
3. Formation of an inclusive KN Working Group (virtual)
4. Commitment to KN Working Groups internal regulations (virtual)
5. Inaugural meeting (virtual or physical meeting)
6. Development of Work Plan(virtual or physical meeting)
7. Working meetings (virtual)
8. Internal and external presentation of outcomes (virtual and physical presence)

To enhance the visibility of KN working groups, when possible, in person meetings shall take place as a side event of KN events or other UNWTO events. KN will be available to facilitate the logistics of such in person meetings, but will not be able to cover any travel and accommodation expenses.

Once all members of the working group have signed the Letter of Commitment, an inaugural session will take place to define basic procedural matters. These include defining the organizational structure and work plan.

### **3. Organizational structure**

To enable a productive working environment a Team Leader, Coordinator and Secretary roles should be defined and acknowledge by the working group:

- **Team Leader:** Shall be responsible of leading the discussion in all working sessions and meetings. He/She will be responsible for planning the content of meetings and ensuring that the technical debate is focused and enriching. The Team Leader shall be responsible of communicating with all members regarding updates on working group developments. The Team Leader shall be responsible of opening all sessions with introductory remarks, closing all sessions with relevant conclusions and next steps, and summoning the working group for subsequent meetings. The Team Leader shall organize and lead the working group in a participatory and fair manner to enable a successful execution of the work plan. The Team Leader will be the ultimate responsible for the achievement of the working group objectives and is responsible for moving the agenda forward and delegating tasks.
- **Coordinator:** Shall assume all the responsibilities of the Team Leader in case of his/her absence. The Coordinator will assist the Team Leader in all activities that are deemed necessary to accomplish the KN working group objectives. The Coordinator could be assigned with other responsibilities if considered by the majority of the working group. Along with the Team Leader and Secretary, He or She will be the primary responsible for editing working group room documents and publications, so that they accurately reflect the working group activities
- **Secretary:** Shall be responsible for all administrative matters of the working group, such as informing of details of meetings, distributing information to members, planning logistics for meetings, keeping record of minutes and distributing them, between others. The Secretary should also observe the working group processes and call to attention of any potential failure to comply with KN Working Group regulations or UNWTO principles. The Secretary shall be available to assist the Team Leader and Coordinator with any technical and administrative matters. In its condition as facilitator and its special concern on the nature of the working group interactions, KN will be appointed by default as Secretary of all KN Working Groups.
- **Additional Roles:** technical posts responsible for a specific group activities or leadership roles for a subgroup could also be established to enhance the working group's capacity to achieve their objectives.

All of the abovementioned roles will be effective for the purposes and length of the working group activities. While the role will be duly recognized by UNWTO, it does not entitle the person/organization to any compensation or legal relationship with UNWTO.

#### **4. Work Plan Development**

A fundamental activity of the working group will be to establish a work plan that outlines objectives, resources, timeframes, responsibilities and expected outcomes. The work plan should be developed as a collective effort of the working group under a participatory and inclusive process headed by the Team Leader. The work plan should be based upon the initial concept paper of the working group. The final version of the work plan should be endorsed by all the members and should be addressed to KN for approval and distribution among relevant UNWTO officials, who will be able to provide advice if required. A template for the work plan will be provided by KN.

#### **5. Internal Regulations**

KN has developed certain rules of procedures and conduct for KN Working Groups with the purpose of creating a working environment that fosters constructive discussions, internal and external collaboration and concrete outcomes. As mentioned before, all members of a KN working group shall sign a Letter of Commitment, which will detail all applicable internal regulations. The following regulations will apply to all working groups:

- Regular attendance and participation in all meetings of the key contact person or a representative of the organization with full knowledge of the working group purpose and activities. Attendance is mandatory; more than three absences will result in an invitation to leave the group.
- Members shall keep confidentiality about the internal discussions and matters of the working group. Special confidentiality clauses will be detailed in the Letter of Commitment
- Decisions and outcomes shall only be communicated to the public when agreed by the working group. KN will periodically inform about the progress of the group within its communication channels.
- All activities within the working group shall be in line with the Global Code of Ethics for Tourism.
- Members shall be in good standing with UNWTO, meaning that they should be up to date with membership dues and responsibilities.
- Organizations and individuals shall submit written support from the organization's leaders regarding their participation in the working group and expected outcomes.
- Comply with tasks assigned by the Team Leader and agreed by the working group.
- Respect the roles of the Team Leader, Coordinator and Secretary, as well as the interventions of fellow members
- Conflict of interest or potential of conflict of interest shall be immediately communicated to KN, who will determine corrective measures.
- Materials, documents, presentations and any other information that would like to be shared with the KN working group should be forwarded in advance to Secretary for distribution.
- Willingness to share information and knowledge with the working group members and partner with other institutions and working groups.
- The main assets of the working group shall be knowledge sharing and the synergies formed from the common interest and knowledge resources of the members. Resource mobilization strategies and activities for the purpose of the working group's objective shall be undertaken on special occasions only and following UNWTO rules and regulations.
- Once the working group has accomplished their goals, it should be formally dissolved to allow for organizations to focus on other relevant issues, share their expertise with other similar organizations and avoid group-thinking.
- Ground rules for the working group sessions such as meeting norms, communication norms, work norms, and others that are not address above shall be decided by the working group.
- Others that might be determined according to the intrinsic complexity of the working group.