

# Terms of Reference

## Principles for employees

The free access to information and opinion is a precondition for the functioning of an open, human rights oriented democratic society. Only if anyone, regardless of origin, social or ethnic affiliation, income, education, age or sex, has the possibility to comprehensively inform her/himself and give her/his opinion, the precondition for social and political participation is met.

DW Akademie advocates the human right to access information and to freedom of expression in the target countries and cooperates with selected project partner organizations in various settings.

*Hereafter, the term “employee” refers to “trainer” or “consultant”, “teacher” or “lecturer”, as well as to any other person employed or commissioned by DW Akademie.*

### According to which principles do we work?

#### Consultancy approach

The consultancy work of DW Akademie is geared to a complementary consultancy approach, i.e. the technical and systemic organizational consulting is combined as far as possible. DW Akademie sets store by qualified specific knowledge going along with high consultancy competence. Employees only provide advice on subjects and sectors they have relevant field experience in. Consultants in organizational or process development, deployed outside their subject area, are prepared for their mission in the target country by prior intensive briefing.

#### Appreciation

Mutual respect is the basis for the necessary trust in training, teaching and consulting. The employees of DW Akademie treat all project participants with appreciation for their person and the intended changes. DW Akademie promotes the fair and equitable treatment of diverse actors in society. In this regard, it is essential to deal sensitively with cultural characteristics, without neglecting own values and

principles (for example the human rights approach). This is even more essential when dealing with disadvantaged groups in society.

#### Sustainability

The work of DW Akademie is geared towards a sustainable effect. One aim is to strengthen the autonomy of the project partner organizations and participants as well as to enable them to take decisions independently. DW Akademie refers to defined quality standards and each training or consultancy is evaluated accordingly. The quality standards are related to methodological and technical reliability, communication competence, standardized implementation and evaluation, adequate behavior as an employee as well as in the intercultural context.

#### Transparency and openness

Goals and concepts of the mission are jointly developed with the project partner organization and implemented in accordance with the responsible persons of the organization.

### **Credibility and independence**

DW Akademie accompanies the project partner organization and the project participants in the change processes which they strive for. In doing so, the employees always keep the necessary distance and adapt neither to the contents nor to the views of the cooperating partners. While DW Akademie pursues its political mandate to stand up for the human right to access information and to freedom of expression, at the same time, it protects the principle of neutrality towards societal and ethical aspects. In this regard, DW Akademie does not take sides with anyone, no one is preferred or subordinated, no one is advantaged or disadvantaged – even if a certain behavior is not in line with the value system of the employee.

### **Contribution to societal developments**

The work of DW Akademie contributes to the overall societal and democratic development in the target countries. DW Akademie therefore is bound to the political, social, economic and ecological needs of the society. The human rights based approach is core. Traditional inadequacies which have existed in the otherwise harmonic and equal co-existence of societal groups (for example with regard to gender, religion or ethnic affiliation) are treated in a culturally sensitive way. The aim is to facilitate and live diversity. If necessary, this is being clarified also towards the project partner organizations and the project partners.

### **Bribery, corruption, exertion of influence**

Any type of bribery, corruption or illegal exertion of influence is contradictory to the basic principles of DW Akademie.

## **Who do we work for on the ground?**

Within the framework of the projects and depending on the chosen fields of strategy, DW Akademie works with selected organizations, in particular cases also with single persons (coaching), from the media sector, media regulatory authorities, associations, civil society, science and economy. The central point is to enhance the political and societal participation and to support the realization of the human right to freedom of information and to freedom of expression.

### **The employees**

- ... act as representatives of DW Akademie (clothing and appearance have to be chosen accordingly).
- ... represent the principles of DW Akademie, especially the human rights based approach, in public as well as in trainings, coaching and consulting sessions.
- ... behave loyal towards DW Akademie and its decisions.
- ... create a trustworthy atmosphere, in which clients and participants will find room enough for exchange and the development of own ideas.
- ... regard and respect cultural realities, traditions and personal limits.
- ... show sensitivity with regard to possible conflicts of interest with other employers and try to avoid such.
- ... respect the privacy of involved persons (which includes any type of reporting/covering in media – also social media, blogs etc.)
- ... are generally aware that they might be recognized as employees of DW Akademie, also in social media, and behave appropriately.
- ... know and respect DW Akademie principles regarding bribery, corruption as well as illegal or unrighteous exertion of influence.
- ... handle resources (including financial resources) in a responsible, transparent and anticipatory manner.
- ... maintain an open, fair and reliable style of communication, inside and outside.