

# Code of Conduct

## About this version

This document is the updated Code of Conduct of Butterfly Works. This update was long due and we removed sections that are no longer relevant for our work or that are too specific. We added our new and updated organisation values and included sections regarding working with our in-country design thinking partners. Other relevant topics that were missing like gender inclusivity are added. Finally we added an employee statement that needs to be signed by all team members.

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MAGE  
USE

UX

Concept  
Theme

Objective



# 1. Butterfly Works

## 1.1 Our work

Butterfly Works is a social design studio working in international development. We're here to create a world in which people have a say in the future they want. With a co-creation and design approach, and building on more than 20 years of experience, we create education and communication solutions with social impact. We act as the innovation, research, technical and human-centred design partner. By co-creating with stakeholders, every solution is based on shared values and people's needs. It means that all our work is tailor-made; never copy-paste, always human-centred.

## 1.2 Our name

Butterflies are everywhere, in different sizes and different colours. They are loved for their beauty and admired for their ability to change. They are characterised by transformation; in metamorphosis from larva to butterfly, and in adapting to different climates and places. A butterfly's world is one without boundaries. They discover, mark their own paths, graceful, curious, relentless. Spreading seeds across long distances they pollinate and connect the places they visit. In a way we are all butterflies; leading different lives yet connected by the ability to spread seeds of change. It is our belief that a small action by anyone can make a big difference everywhere. Some call it the Chaos Theory, others call it the Butterfly Effect, we call it Butterfly Works.

## 1.3 Where we come from

Butterfly Works was founded in 1999 by Emer Beamer, Hester Ezra and Ineke Aquarius. Inspired by digital developments, they figured that ICT could be used for social change for young people living in disadvantaged communities. With 20 young people in the slums of Nairobi, they started a digital design training. Youth, who had never seen a computer or touched a mouse, were now using software applications such as Adobe Photoshop, Dreamweaver, Microsoft Word, GIF Builder and Netscape. The works were exhibited in the National Museum of Kenya and generated lots of attention.

In 1999 few believed that people on the African continent were able to use computers and the internet. Few thought that ICT could be of any relevance in social change. Emer, Hester and Ineke have proven to be pioneers when it comes to believing in the power of people to create their own futures. What started as an art project in the Nairobi slums soon became a full-fledged social design studio ready to turn the international development field on its head.

In the years that followed, we developed our approach to international development into a method based on design thinking and co-creation. We started working commission-based and narrowed our focus to education and communication designs. We have had the opportunity to work with many great clients, learn from knowledgeable experts and be inspired by people everywhere. We can't wait to see what's lying ahead.

## 1.4 What drives us

International development is all about social change but often people are being told what kind of change they (should) want. We want a world in which people co-create social solutions that affect them. The world might not be perfect, but look around, and you will be overwhelmed by people's imagination, beauty and courage. It's these small treasures that are the seeds of change, and it is the thrill of their discovery that keeps us ticking.

## 1.5 Our approach

We have been pioneering the use of co-creation and design thinking in international development. Design methods encourage fresh ideas and allow thinking through making. Co-creation relies on the idea that none of us is as smart as all of us and that problems are best solved by those who experience it. That's why we co-create with stakeholders, users and partners. It is more than a simple collaboration. It is about truly honouring the different insights of all relevant stakeholders throughout the design process. It ensures a strong sense of ownership and workable, practical solutions, which support long-term sustainability. Over the years we have developed tools and techniques that can be adjusted to the context and used to tackle almost any social issue. As a facilitator of this process we push to innovate, integrate the needs of people, the possibilities of technology and the requirements for business success.





## 2. Introduction

### 2.1 For whom

Initially, the Code of Conduct has been written for our employees. In addition, the Code of Conduct provides an insight for our freelancers, project partners, governments, fundraisers and other interested parties. When a situation described in this policy is applicable to any third party, we expect them to follow our rules and regulations. It is of utmost importance that our employees are in a comfortable and safe working culture and act in accordance with the Code of Conduct. We therefore emphasize the importance of the involvement of every employee in the (ongoing) development of the Code of Conduct.

The Executive Board assumes that its employees agree with the Code of Conduct and read all parts carefully. Firstly, the employees themselves are responsible for the proper adherence to the Code of Conduct. The Executive Board encourages the team of employees to update the Code of Conduct along the way through learnings. Obviously, the Code of Conduct cannot take the place of common sense.

### 2.2 Violation of CoC

Any violation of the Code of Conduct or related law will result in disciplinary action. Employees are expected to report themselves or anyone else who might be in violation of the Code of Conduct. These disciplinary actions will be determined by the Executive Board; if necessary in collaboration with the specific officials. When in doubt, an Executive Board member should be notified. If the employee wishes to talk to a confidant, this is also possible.

### 2.3 Confidant

For all instances where Butterfly Works is not an interested party, Butterfly Works' trusted person can provide guidance on potential next steps in case of an issue reported. This trust person knows our organisation well, but has a neutral position regarding employees and a third party. Confidentiality and discretion is guaranteed.

#### Contact details confidant

Guusje van de Ven

guusjevandeven@planet.nl | +31(0)6 107 900 40

# 3. Values

The Butterfly Works values explain who we are and what we stand for in the professional execution of our projects. These values derive from the Butterfly Works philosophy and working methods. Our values and procedures are applicable in the performance of our work in the Netherlands and abroad.

## 3.1 Our values

### Inclusive diversity

We embrace diversity and believe it's a foundation for innovation. We like creating conditions in which all diverse voices and ideas can be included. We're sensitive to existing inequalities and make a conscious effort to see the invisible, harmful problems for the minority. We create solutions to take away these problems.

### Growth mindset

We're curious explorers of the world where we find our inspiration. We see ourselves as lifelong learners. We embrace failure as part of our learning process and are happy to talk about it.

### Grounded solutions

We explore new ways to solve problems while being grounded in contexts where we work. We create solutions that are ready to be used by the people they are designed for.

### Butterfly effect

We are aware that our work is placed inside a bigger system and we make thoughtful decisions on how we impact the system. We look beyond the direct results of our work and strive for long term sustainable change. We trust that things will never happen as planned but we believe in a positive chain of events

## 3.2 Compliance

We comply with our values through the Butterfly Works method. Employees are expected to share and act according to our philosophy by understanding and applying the Butterfly Works method in the work we do, the way we structure our work and behave. Our method is founded in design thinking and co-creation. The process consists of 5 steps. Depending on the project's phase certain elements are more relevant than others.

## Our method



Setting the Scene



Design Research



Ideation



Create & Test Loop



Handover

## Human experience at the centre of design

Our design approach is based on the belief that people themselves are best placed to identify their own problems and solutions. We provide tools and facilitate a process that helps people to challenge themselves and others in understanding the problem and identifying opportunities. This results in solutions that move beyond standard answers and fixed reasoning. Butterfly Works complements common design processes with co-creation and participatory methods. Co-creation is more than a simple collaboration. Stakeholders are included to be engaged in the design process, not just to inform it. Truly honouring different insights of all relevant stakeholders throughout the design process ensures a strong sense of ownership and workable, practical solutions, which support long-term sustainability.

## Holacracy structure

Butterfly Works applies Holacracy as an internal operating system. Holacracy is a complete system for self-organisation. Power is distributed throughout a concrete organisational structure – giving individuals and teams freedom while staying aligned to the organisation's purpose. Its goal is to work through an agile organisational structure, have efficient meeting formats, create more autonomy to teams and individuals and apply a role based decision-making process. We use it to divide work easily and efficiently whilst stimulating employees to take upon projects that fit their skills and motivation and take initiative.

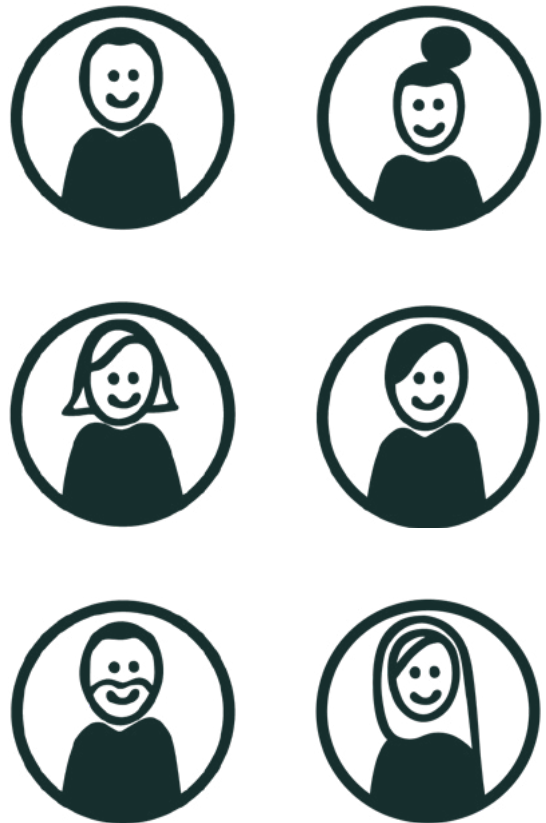
The rules of Holacracy are not mandatory but are a reference to use. All BW circles, meetings and roles with its accountabilities are described in Glassfrog. Meeting formats, and checklists can be found in Asana.

Employees are expected to continue to progress on implementing and improving their roles. As a team, we are responsible for communicating any tension (spark) that may arise throughout our daily work or improving our organisation structure on governance level.

Through Holacracy, Butterfly Works celebrates the co-creation and peer to peer collaboration values of our human-centred approach while at the same time embracing the creative and problem-solving capacities of the team.

## We are Butterflies

A butterfly's world is one without boundaries. They discover, mark their own paths, are graceful, curious, relentless. Spreading seeds across long distances they connect the places they visit. It shows that a small action by anyone can make a big difference everywhere. Some call this the Butterfly Effect, we call it Butterfly Works. We're here to create a world in which people have a say in the future they want. The world might not be perfect, but look around and you will be overwhelmed by people's imagination, beauty and courage. It's these small treasures that are the seeds of change, and it is the thrill of their discovery that keeps us ticking.



**“We’re here to create a world in which people have a say in the future they want.”**





## 3. Behaviour and Ethics

Butterfly Works supports diverse and inclusive initiatives powered by the voices of the communities and actors involved to spark social change. We often work in challenging political and social contexts in emerging economies. To support our team, partners and providers, in taking adequate action, we frame the principles and human rights that we stand for. We believe in the importance of sharing experiences to prepare team members in decision making. We, therefore, discuss learning and practical situations when possible.

### 4.1 Respect and representation

We confirm that our professional and personal behaviour and attitude are in line with Butterfly Works values and standards. We keep in mind that we represent Butterfly Works at all times and are requested not to indulge in any situation where they might damage the image of the organisation or compromise the safety and integrity of any person involved in it.

We are sensitive to, and respectful of, local customs and culture, even if the norms and values in that cultural context differ from the Code of Conduct. We are committed to making our workplace respectful, inclusive and enjoyable for all employees independent of their gender, sexual identity, race, ethnicity, class, age, religion, and disability.

Furthermore, we understand that women and non-binary persons usually face different discriminatory practices when it comes to the various aspects of the employment relationship, and therefore, we are committed to acknowledge and address it, and take actions when needed to ensure our working environment celebrates diversity and inclusion.

We work in a way that does not harm the environment.

At the heart of our work is the human perspective, meaning that we actively stimulate and invite all voices and all people at the table. For this we create a safe and respectful space for our own team as well as for all the people we work with.

## 4.2 How to deal with

We will treat all people with respect and dignity and challenge any form of harassment, discrimination, intimidation, exploitation or abuse.

### Discrimination

Discrimination, or the unequal treatment and the disadvantage of people because of gender, colour, nationality, race, age, religion, disablement, sexual preference, chronic disease, or because of other personal characteristics. Neither the content of our projects, nor the method of working of our employees may be discriminating for others, in any possible form or way. Equal opportunities for women, men and non-binary persons shall be provided in all aspects of training and personal and professional development.

Furthermore, all forms of violence and harassment in the workplace, including verbal, physical, sexual, or psychological abuse, are forbidden. All workers are protected from retaliation for complaining about harassment.

### Exploitation

Butterfly Works, is aware of its own position of privilege and actively investigates and challenges power relations in the work and partnerships we engage in. We do not engage in any form of exploitation of the people we work with and for. This includes the exploitation of children. The professional attitude that is expected of our employees is described in our Security Protocol. This detailed protocol will be read and signed by every employee.

### Corruption

As Butterfly Works we do not engage in any form of power abuse or corruption. If you, as an employee of Butterfly Works, encounter any form of corruption, report this to one of the Board members and/or the partner you work with.

The following obligations are applicable:

- Abstain from offering, promising, giving or demanding bribes, directly or indirectly, or other advantages, in order to obtain or retain commissions or other illegitimate benefits;
- Refrain from situations in which the general interest of Butterfly Works may conflict with your private interests, or with your personal financial interests;
- Make sure you only accept or give a payment to an agent or another person, if it is considered a reasonable remuneration for the work done by the agent or by another person;
- Make sure that you do not comply with, or participate in corrupt activities;
- Do not give any illegitimate donations to people running for public offices, political parties, or other government-affiliated organisations. As a precautionary measure, Butterfly Works will always include an anti-corruption stipulation in their contracts with partner organisations.

In any case of doubt or hesitation either the Executive Board can be contacted immediately (or confidant if an employee prefers).

### Receiving and offering gifts

Butterfly Works is a non-profit organisation; we are dependent on subsidies and funds, and quite often, we receive donations. There is a big difference between donations a project benefits from, and personal donations that may lead to a dependent position of employees personally. To deal with donations in a responsible way, donations to a project must always be laid down in a written donation agreement. There are different guidelines in relation to personal donations. Every culture has a different way of dealing with donations; indeed, in some countries it is rude not to offer small personal donations (tips) yourself. Every individual employee or freelancer must assess whether there is a reasonable balance between the donation and the working relationship. In the event of any doubt, it is crucial to consider whether accepting or offering a donation will put you in a position of dependence; it is wise to discuss the matter with your immediate superior. Butterfly Works advises employees who receive or offer a gift of € 20 or more, to consider carefully if it is wise to receive or to offer this gift.

# 5. Operations

Butterfly Works assumes that, initially, every employee is capable of making the right assessment of how to deal with these situations. Nevertheless, sharing experiences makes it easier for them to be prepared for these situations. In this chapter, we throw light on the following subjects: Law and regulations, confidentiality and non-disclosure, work environment, and complaint procedure.

## 5.1 Law and regulations

Butterfly Works' policy is to comply with all the laws and regulations that apply to all our activities. During the execution of projects and general activities, Butterfly Works meets with all kinds of legal issues. Butterfly Works seeks to inform its partners and employees in advance as extensively as possible about the appropriate laws and regulations. If you have any questions, contact the Executive Board directly. A confidant contact can also be approached.

### Fraud

According to Butterfly Works, fraud is the deliberate embezzlement, falsification, omission, or removal of data, money, and/or goods. Another example of fraud is deceit. Deceit means a deliberate supply of incorrect, incomplete or non-transparent data, as a result of which financial information or decision-making is influenced in an incorrect way.

## 5.2 Confidentiality and non-disclosure

### Accounting

Transparency is of the utmost importance within our work. That is why Butterfly Works pursues a transparent and lucid financial policy. All financial transactions are registered carefully and completely. On request, Butterfly Works is able to provide needed financial reports that are available.

### Confidentiality and secrecy

Butterfly Works applies the General Data Protection Regulation (GDPR, Article 32 Paragraph 1 Point b GDPR). We inform employees, applicants, interns, volunteers, freelancers, partners, clients, end-users and any organisation related target group about personal data that is saved and the reason for doing so. By personal data, we mean all information related to a person's identity; such as contact details, work agreement, medical reports, finances, education, etc. Additionally, they are informed about their right to see all documents related to them and a contact reference should they ask if they want to obtain this. Lastly these groups are informed about how long we keep their data after resignation. Any personal data that is not relevant anymore is removed, unless it is obliged by law to keep.

At Butterfly Works, we are mindful of requesting and using other people's personal data in our day to day work. We acknowledge the importance of the protection of confidential information and have the same expectations of others in any collaboration.

When appropriate: Butterfly Works will sign an agreement of secrecy to guarantee the confidentiality of confidential information of one or both parties.

### Creative Commons

Where possible we use an open source licence on all the content we produce and publish ourselves. If we produce and publish for a client, we share this option as the format we believe in, and leave it up to decide.

The preference is for the Creative Commons Attribution 4.0 International licence (CC BY 4.0). This means that anyone can copy and redistribute the material in any medium or format. And that they can remix, transform, and build upon the material for any purpose, even commercially.

If we use media content from others we need to be sure that they are shared under a creative commons licence and we credit the creator of the materials when we use it in any publication.

## 5.3 Work environment

Butterfly Works seeks to create optimal working conditions that guarantee the employees' maximum safety and health, and a work atmosphere of mutual inspiration and stimulation. Good working conditions provide employees with a pleasant and efficient environment in which they can execute the activities. Butterfly Works acts according to the Occupational Health and Safety Act. Among other things, this means: the adaptation of the workspace to the personal characteristics of the employee, timely breaks and informing the employees about possible risks that may result from the job. Furthermore, we work towards a working environment that celebrates diversity of the staff and takes action towards providing inclusive and equitable opportunities to team members.

### Stimulating and developing talent

Butterfly Works seeks to create an open working atmosphere. Stimulating a working atmosphere in which everybody feels appreciated and involved, contributes to the success of our organisation. The personal talents of each individual are used and stimulated in the best possible way. To realise this, Butterfly Works applies Holacracy and evaluates personal progress through 360 evaluations. Every six months, or halfway through the contract period, a performance evaluation conversation with each employee will be held. The aim of this conversation is to map out the competences, the personal development wishes and potentials of the employees. Based on the results of the evaluation conversation, a progress recap and next actions are drawn up by the employees.

## 5.5 Complaint procedure

Butterfly Works is doing its utmost to avoid complaints. Not only for our employees but also freelancers, project partners, authorities, benefactors and other interested parties. Acting according to our values contributes to realising this.

If, despite our efforts to avoid complaints, a situation of misconduct or conflict should arise Butterfly Works will provide access to its complaint procedure, in which employees and stakeholders can formally report a case of unwanted behavior. Based on this report, Butterfly Works will do its best to investigate and take appropriate actions, if needed, in accordance with our organisational values and legal requirements. Furthermore, the confidant contact, under confidentiality, can provide counselling on next steps and actions to take by the employee.

Our confident contact will do its utmost to find a solution for the complaint in a careful way. The confidant contact is familiar with our organisation, without being directly linked to Butterfly Works. Reliability and discretion are warranted.

If an employee should have any suspicion about or directly hit upon a situation of fraud, deceit, or any other unlawful behaviour, the Executive Board (or confidant contact) should be contacted straight away to discuss the necessary measures to be taken. Depending on the gravity of the matter, we may decide to end the co-operation with the person or project partner(s) involved.

## 5.6 International policies

Policies and guidelines Butterfly Works adheres to as part of this Code of Conduct:

- UN Convention on the Rights of the Child, and the treaty of the International Labour Organizations (ILO treaty 182).
- UN Convention against Corruption, United Nations Convention against Transnational Organized Crime (UNTOC).
- European Union Convention on the Protection of the Communities' Financial Interests and the Fight against Corruption and Two Protocols, to prevent corrupt activities.



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Exposition 1-8  
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Crise





# Annex 1: Employee Statement

As a representative of Butterfly Works, in the capacity of employee I stand by the following:

1. I accept and respect all persons and do not discriminate against anyone.
2. I do not make assumptions about a person's sexual orientation, gender identity or socio-economic position.
3. I respect the other person's bodily integrity and the boundaries the other person indicates.
4. I refrain from bullying or harming another person and am mindful of the impact of words, expressions and jokes.
5. I don't engage in any form of corruption, fraud or exploitation.
6. I address misconduct of others by indicating it to the other person or reporting it to the organisation.
7. I behave responsibly with the resources of the organisation.
8. I take care of myself and express my boundaries.

Name:

Date:

Signature:

# Annex 2: Freelancer Statement

As a representative of Butterfly Works, in the capacity of freelancer I stand by the following:

1. I accept and respect all persons and do not discriminate against anyone.
2. I do not make assumptions about a person's sexual orientation, gender identity or socio-economic position.
3. I respect the other person's bodily integrity and the boundaries the other person indicates.
4. I refrain from bullying or harming another person and am mindful of the impact of words, expressions and jokes.
5. I don't engage in any form of corruption, fraud or exploitation.
6. I address misconduct of others by indicating it to the other person or reporting it to the organisation.
7. I behave responsibly with the resources of the organisation.
8. I take care of myself and express my boundaries.

Name:

Date:

Signature:

# Annex 3: Partner Statement

As a representative of Butterfly Works, in the capacity of partner I stand by the following:

1. I accept and respect all persons and do not discriminate against anyone.
2. I do not make assumptions about a person's sexual orientation, gender identity or socio-economic position.
3. I respect the other person's bodily integrity and the boundaries the other person indicates.
4. I refrain from bullying or harming another person and am mindful of the impact of words, expressions and jokes.
5. I don't engage in any form of corruption, fraud or exploitation.
6. I address misconduct of others by indicating it to the other person or reporting it to the organisation.
7. I behave responsibly with the resources of the organisation.
8. I take care of myself and express my boundaries.

Name:

Date:

Signature: