Globethics.net

Values-driven Leadership for Life and Sustainable Development

Strategy | **2016-2020**

Foreword

The more that economic crises, environmental challenges, political volatility, social tensions and psychological malfunction grow, the stronger the call for ethics and values-based behaviour becomes. However, which values and norms are valid in a globalised world with frequent multicultural and multi-religious communication and migration exposure on the one hand and local and national traditions and contextual values on the other hand? Also how can constructive criticism, mutual understanding and respect be strengthened so that innovative solutions and fair conflict resolution can grow?

Globethics.net as a global, mainly online network on ethics is committed to contribute to improving lives and societies through values-driven behaviour. 'Values-driven Leadership for Life and Sustainable Development' is the motto of Globethics.net for the period 2016-2020. Among other things we are committed to contributing to the achievement of and to having an impact on the United Nations Sustainable Development Goals, the UN SDGs. We believe that access to knowledge resources on ethics and values in all regions of the world will enhance ethical reflection, dialogue and action locally and globally. Ethical orientation is nurtured and grows through interaction and networking with informed individuals and organisations. Many people from over 200 countries and territories use the multilingual services of Globethics.net to share values.

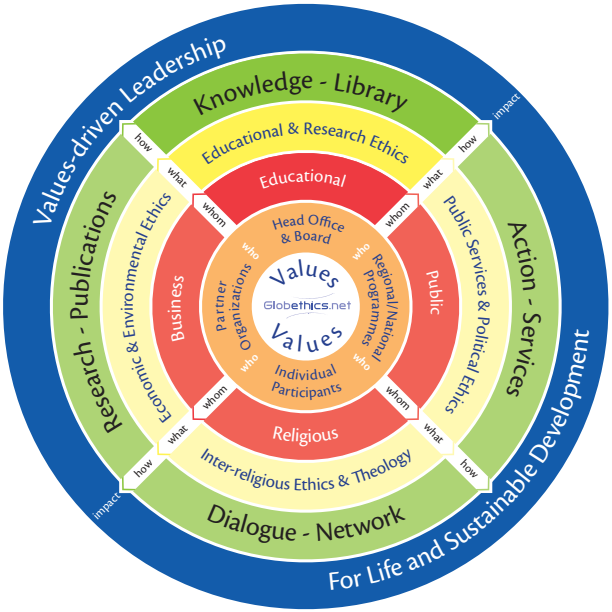
The impressive growth of the Globethics.net community of participants in its last strategic period 2012-2015 from 43,000 to 153,000 encourages and enables us at Globethics.net to build the new Strategy 2016-2020 on the basis of continuity and consolidation. This is combined with innovative improvement and focused enlargement of the services and actions that we offer. We are deeply thankful to all the professionals, professors, students, public servants, business leaders, religious leaders, decision makers, retired participants, financial supporters, staff and volunteers for their interest and commitment on this common journey to a more ethical future.

Ambassador Walter Fust
President of the Board until July 2016

Prof. Dr Christoph Stückelberger
Executive Director, President from July 2016

Prof. Dr Obiora Ike
Executive Director from July 2016

Globethics.net Disc20 and Beneficiaries



Globethics.net Disc20 (see back cover for description)

Four main beneficiaries/target groups of Globethics.net 2016-2020

Summary
Strategy 2016-2020

The Globethics.net Foundation with its international Board, Head Office team, Regional Programmes, National Contacts, manifold partner organisations and individual participants

- Is faithful to its **Vision, Mission and Values**
- Remains committed to **promote** the value of values in all sectors of society
- Focuses on four main **target groups/sectors**: academic, public, religious and business
- Focuses on four main **themes**: educational ethics, public services ethics, economic ethics and inter-religious ethics
- Focuses on four types of **activities**: online library, online community, collaborative research and special programmes (to promote and implement concrete values-based action)
- Enlarges the **library** content in quantity and quality and makes it available on new devices
- Strengthens and expands the **network** of registered participants and their interaction
- Supports joint international **research** projects and expands its own Globethics Publications
- Develops selected implementing **projects** especially with the Globethics Leadership Center and with the Global Ethics Forum
- Strives to be an effective, transparent non-profit **foundation** with a competent international Board
- Expands and strengthens the network of **Regional Programmes and National Contacts**
- Puts a strong emphasis on cooperation with diversified **partners** on all continents, related to the four target groups and themes.

The objectives are formulated in a way that expresses what Globethics.net aims to accomplish by 2020.

The Strategy 2016-2020 was approved by the Globethics.net Board of Foundation in December 2015

Context and Trends

What is the current context and what are the future trends in politics, the economy, technology, education, culture, ethics, media and in the world agenda including that of the United Nations? The current context and future trends build the background for which Globethics.net strives to contribute to and have an impact on the four focus areas of the Globethics.net Strategy 2016-2020; education, public services, inter-religious dialogue, and economic/environmental issues.

Identity: Identities in pluralistic globalised societies are at stake. The loss of identity as a result of mobility of people around the globe has far reaching consequences that extend to future generations. Migrant populations and young people in particular within those communities are vulnerable and in need of a sense of identity and belonging. Concerted efforts are needed to aid their integration and participation in the host societies if problems are to be avoided. Globethics.net supports the formation and education of young people and in particular the development of their personal moral compasses through education, knowledge sharing and dialogue.

Education: While efforts will continue to prepare young people and professionals for productive working lives, new settings and methodologies including e-learning and blended learning will continue to emerge onto the market. The academic world faces increasing resource challenges and demands for innovation to keep pace with developments in order to remain relevant and appealing. At the same time quality, reputation and credibility are increasingly important. Employment opportunities for young academics are of concern. The balance of private versus public schools and the need for more vocational formation compared to higher education needs to be addressed and assured by education ministries. Globethics.net is committed to the development of an ethics of education as well as ethics in (higher) education.

Politics and Governance: In a world emerging from the era of globalisation there is a legitimacy crisis in national politics with varying levels of confidence in political leaders and the world views and ideologies that they are aligned with.

Emerging trends towards populism, protectionism, nationalism and far right politics in general, the decline of the nation state in favour of regional identities, the continuation of terrorism are signs of insecurity and fear. At the same time there is potential for strengthening leadership and informed decision-making, for building trust, for bridging divides through constructive dialogue, for the development of the concept of world citizenship characterised by a spirit of compassion, respect and solidarity. In religion and politics there is a growing incidence of violent extremism and fundamentalism. At the same time nation states are in favour of regional autonomy. Wars are no longer declared between states but by violent non-state actors.
Globethics.net is committed to dialogue, responsible leadership in politics and public administration, to sharing values and to the promotion of peace.

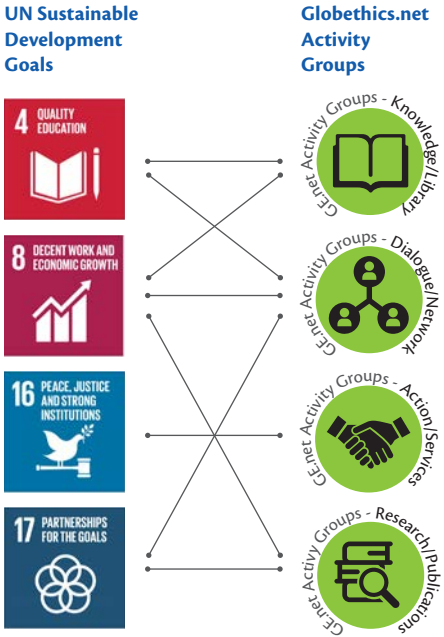
Economy: Job creation, development and regulation of technologies and skills, empowerment of individuals and other measures can play a part in boosting the world economy as a driver to improve living standards and to bring to the fore the existing potential of society for sustainable economic well-being. Accountability and transparency in the management of financial markets and resources at all levels is a priority in an economic context marked by recurring patterns of recession and financial crises globally. Strong leadership and a long-term vision vested in the interests of reducing the growing inequalities between rich and poor and in particular the needs of those who are marginalised are needed.
Globethics.net is committed to fostering transparency and responsibility in the economy and in financial management.

Culture and Religion: There is a tremendous exchange of culture and education through the Internet that can contribute positively to the struggle to maintain cultural identity and traditions, including those of indigenous peoples, national and regional groups, ethnic groups and religious confessions. Secular, non-religious communities and spiritualities are emerging while more mainstream religious communities are diminishing accompanied by a decline in loyalty to institutions in general. A further shift of the centre of Christianity to Africa and Asia, the prominence of Islam in the global discourse and conflicts between religions including Hinduism and Buddhism are on the rise.
Globethics.net is committed to promoting dialogue among religions for peace both to prevent conflict and during conflict situations.

Environment: Action is needed to address the deepening environmental crisis endangering water and food supplies, fragile ecosystems and provoking political and military conflicts. Stewardship and protection of the environment and of biodiversity through the implementation of agreed policies are imperative for all individuals, communities, nations and for the international community as a whole. Measures are also needed to mitigate the damage that has already been done, including the results of aggressive over mining of precious resources, irresponsible dumping of toxic waste and the overuse

of fossil fuels. Adequate provision for the consequences of climate change, including migration needs to be made. Key in the debate is the settlement of sustainable energy resources and the equitable management of water across the globe. Globethics.net is committed to climate justice, to sustainable development and to the equitable sharing of resources. Values-driven leadership can positively impact on and promote sustainable development.

Technologies, especially information and communication technologies and online trends: New developments in medical technology, biotechnology, DNA and stem cell research pose new ethical challenges. While artificial intelligence (AI), robotics, the internet of things, knowledge sharing, data management and cloud computing have great potential they bring with them significant threats that require adequate governance to prevent, for example data piracy and data mining. Developments in the availability of open source software and in the Open Access movement need to be followed. The struggle between commercial publishers and open access policies will become more fraught. Pressure from the public sector can lead to more open access; protectionism on the other hand can lead to more control and limiting mechanisms. Mobile Internet use is growing much faster than the Internet in general; smartphones are now the default digital device for many people and mobile messaging services (such as WhatsApp, Facebook Messenger, WeChat) are experiencing massive growth. Web content needs to be served up to any screen or device. Open access "author pay" models can lead to new exclusion from the knowledge economy. At the same time online services allow the "sharing economy" to promote access to goods and services. Social networks are becoming search engines. Globethics.net is committed to using technologies for open sharing of resources while respecting and supporting economic sustainability, always with the aim to improve lives.



World Agenda: the United Nations Sustainable Development Goals 2015-2030, adopted in September 2015, mark the global development agenda and is as such an important trend in international policy. It also builds the framework for Globethics.net and its partners to contribute in a substantial way to the achievement of the 17 goals. The impact of collective actions (consumption, production, the economy, finance and banking, culture, religious identity) transcend and influence national boundaries. The scope of moral and ethical responsibility becomes broader, almost all societies becoming multicultural with the result that the search for identity becomes more urgent. The response to this situation is not only to develop an overarching Global Ethics with common values or to engage only in a description of the ethical challenges posed by this globalised world. It requires a transcultural and intercultural dialogue that advances a critical reflection at global, regional and local level to arrive at a vision of and options for better lives and communities. Such a transcultural and intercultural dialogue should be one in which all sectors are involved from all over the world. Globethics.net is committed to inclusive dialogue on ethical reflection, action and cooperation to face the challenges posed by a post-globalised world, globally, regionally and locally.

The assumptions, how transformation can happen (theory of change) and what Globethics.net can contribute:

- A globalising world requires new *forms of ethical reflection, action and cooperation* to respond to the challenges thrown up by the process of globalisation.
- It needs to be an *inclusive process of dialogue* in which people from all parts of the world are able to participate, to counteract the tendency for simple unilateral 'solutions' to be formulated by one or other global power, culture or technology.
- Factors that hamper such global ethical reflection, action and cooperation include *lack of knowledge about the values of others, access to knowledge resources on ethics and values*, and a common space where commonalities and differences, practical as well as theoretical, can be discussed, and common strategies developed.
- To promote such ethical reflection, action and cooperation, *the Internet plays a crucial role* in opening up possibilities for access to knowledge resources, for dialogue, for collaborative research and for common action. *Online sharing needs to be combined with face to face encounters.*
- *Globethics.net* provides a platform with open access to knowledge and the ability to share, giving the means and space to *promote and enhance ethical reflection and action.*

Vision, Mission and Values

Values-driven Leadership for Life and Sustainable Development

FOUNDING CONVICTION
(Why we exist)
We believe that the sharing and living of values and virtues contributes to building sustainable, just and peaceful societies. We recognise the essential dignity of each person and the value of non-human beings and ecosystems.

VISION (Where we want to be)
We envision a world where people and especially leaders act according to ethical values and thus contribute to achieving the sustainable development goals.

MISSION (What we do to get to our vision)

- We promote values-driven transformation for sustainable development through responsible leadership.
- We support empowering people from all continents – with religious and non-religious perspectives – for ethical dialogue, reflection and action.
- We focus on four target groups: academic, public, religious and business;
- We focus on four themes: educational ethics, public services ethics, economic/environmental ethics and (inter-) religious ethics;
- We focus on four activities: Increase Knowledge through the online library; Encourage Dialogue through the online and face to face community; Promote Reflection by global collaborative research, conferences and publications; and Support Action through selected projects, services, education, training and certification.

VALUES (What we bring to the mission)

Responsibility: We strengthen responsible decisions and actions in private, professional and public life.

Sharing: We promote the mutual sharing of global and contextual ethical concerns and perspectives.

Respect: We respect and affirm the dignity of every person and the diversity of cultures, religions and life orientations.

Inclusion: We are engaged in overcoming exclusion of the marginalized and we are for inclusive, participatory societies.

Justice/Fairness: We promote equality and justice especially in access to resources and we support gender equality and balance.

Integrity: We are committed to integrity, honesty, openness, transparency and accountability which build trust.

Why Ethics Matters

Ethics is a compass for orientation, decisions and actions based on values and virtues. Ethics strives to answer questions such as: What should I do? How should I act? How should a community of people act? Thus ethics concerns all areas of life to the extent to which a human being can and must decide. Morals are the set of existing and traditional values and virtues. Ethics is the critical reflection of morals and responsible adaption to new contexts.

Without ethics, decisions are not led by values, but just by power or money or opportunities or personal interests or fear. Many studies show that ethics directly contributes to economic, political, environmental, social, cultural and religious development.

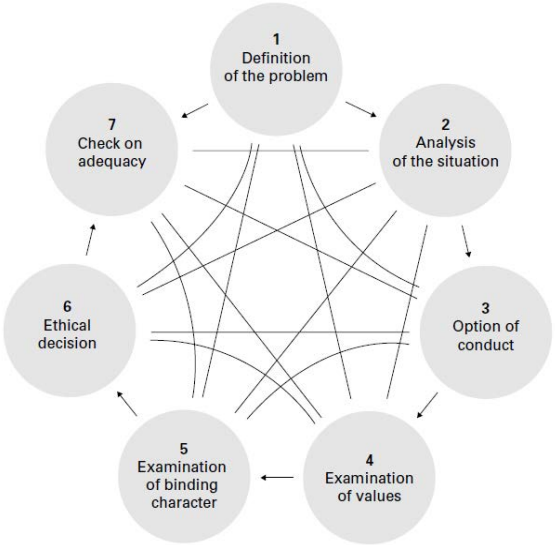
Six main domains of ethics: ethics has to do with decisions in all sectors of life and society. Six main domains of ethics can be distinguished: Life Ethics (bioethics) concerned with the beginning, preservation and end of life; Community Ethics deals with issues of forms of families and communal life; Environmental Ethics examines aspects of people's relationships with their non-human environment; Business Ethics focuses on the production of, trade in, consumption and disposal of goods and services; Political Ethics looks into interaction and governance of national communities and groups of people through political institutions; and Cultural and Religious Ethics is concerned with action and communal life through the medium of cultural and religious values and institutions.

Global and contextual values and virtues: Global Ethics identifies common values across cultures, nations, traditions and religions. Contextual Ethics identifies local and regional adaptation and differences of values. Globethics.net contributes to both and is convinced that both are needed for global sharing and respect for contextual diversity and identities.

See 'Globethics.net Principles of Sharing Values across Cultures and Religions', Globethics Publications and 'Global Trade Ethics' by Christoph Stückelberger, Geneva 2002, download for free at www.globethics.net/libraries.

Benefits of Ethics

- Increases **trust** and reduces conflicts
- Improves **respect**, professionalism, efficiency, **performance** and innovation in the workplace
- Strengthens **reputation** through integrity and reduces loss of credbility, for individuals and institutions
- Increases **transparency** and reduces corruption
- Contributes to economic **development** and reduces transaction costs
- Provides the basis for good **governance** and reduces political instability
- Stabilises human relations and families and reduces social disintegration
- Contributes to **inclusiveness** and **equality**.



Ethical desicion-making process

Who
Globethics.net Actors

Globethics.net is a broad based global network of boards, staff, associates, advisors, experts and volunteers, of individuals, institutions and partner networks. It includes the international Board of Foundation and the international Head Office in Geneva, Regional and National Programmes each with directors, staff and an advisory board, National Contacts on all continents, registered participants in the network, partner organisations with partnership agreements and directories of institutions that can become potential partners.

Globethics.net Actors	Description
Head Office and Board	Staff in the Head office in Geneva (17), International Board of Foundation (9)
Regional and National Programmes and National Contacts	Staff and advisors in Regional Programmes (9, goal 13) and National Contacts (42, goal 70)
Individual Participants	Registered participants, workgroups, experts (153,000, goal of 300,000)
Partner Organisations	Partner institutions, centres, networks, universities, (200, goal 250) directories of institutions (8,000)

With Whom

Four Main Target Groups (Beneficiaries and their Benefits/Impact)

Globethics.net in its Strategy 2016-2020 focuses on four sectors. The priority sector is education, including teachers, researchers and students in higher education. Globethics.net acts as a (multi-stakeholder) bridge-builder between these sectors. It is planned that during the course of the five years the other three sectors will be prioritised at certain periods. The term 'leadership' is understood in a broad sense ranging from self-leadership to those who are opinion-formers and decision-makers and from present to future leaders.

Target group	Beneficiaries	Benefits
Education	Teachers, researchers and students in higher education	Free access to information, orientation for ethics in higher education and research ethics, international research teams, belonging to a global community for values-driven implementation of the sustainable development goals.
Public	Staff in public management and administration	Ethical orientation in professional and political decisions, combating corruption, strengthening moral integrity and good governance for values-driven implementation of the sustainable development goals.
Business	Entrepreneurs, compliance and ethics officers, standards organisations, managers and board members	Trainings on values-driven entrepreneurship, ethical investments, green business, etc., for values-driven implementation of sustainable development goals.
Religious	Leaders and senior staff in religious organisations, specialised services and inter-religious initiatives	Training in theological and management issues, online documents and special thematic collections/publications for values-driven implementation of the sustainable development goals.
Others	Medical, media, technology professionals , civil society and non-profit, etc.	Ethical orientation/codes of ethics in professional organisations for ethical decisions for values-driven implementation of the sustainable development goals.

What
Four Main Themes

Globethics.net as a global community is a service platform where the beneficiaries define their own subjects of interest and priorities. Globethics.net at its Head Office and in the Regional Programmes focus in their own services in the Strategy 2016–2020 on four main themes. The four main themes are linked to achieving the United Nations Sustainable Development Goals (see pages 7 and 8).

	Theme	Focus
	Educational Ethics + Research Ethics	Focus on ethics in studying, teaching, research, publishing and institutional development of higher education. Link to family ethics and gender ethics. Focus on ethics of innovation, of research in science and technology (biotechnology, health, data mining and artificial intelligence).
	Public Services Ethics + Political Ethics	Focus on ethics in public services delivery (management, administration), human rights, ethics and law, equal access to justice, ethics in international organisations, media ethics. Focus on values, ethics in politics, elections and ethics and transparency.
	Economic Ethics + Environmental ethics	Focus on poverty reduction, corporate responsibility, finance ethics, accountable resource management, property ethics, corporate governance, decent work. Focus on climate justice, green business and responsible investment.
	Inter-Religious Ethics + Theology and Philosophy	Religion and culture, intra-religious and inter-religious values and dialogue, transparency in religious organisations, religions and development, tolerance. Focus on Christian theology, global ecumenism and philosophy as basis for ethics.

What and How

Four Main Activities

How does Globethics.net implement the themes with the target groups? The types of activities (instruments) are shown here, each of them with programmes. The details of the programmes are explained in the following pages.

	Activity	Programme 1	Programme 2	Programme 3
	1 Increase Knowledge by online access to information and resources	Online Library	Online Special Collections Theology and Ecumenism	Ethics News and Library Marketing
	2 Encourase Dialogue by networking among individuals and partners	Participants' Network	Regional Programmes National Contacts	Partner Organisations
	3 Promote Reflection by conferences, research and publications	Conferences (Global Ethics Forum/others)	Research Workgroups	Publications
	4 Support Action by formation, training and certification	Online Courses (Globethics Academy)	Training	Certification

1-4: In general, the deeper the involvement, the smaller the number of participants:

1 Knowledge by Access: Large

2 Dialogue by Networking: Medium

3 Reflection by Research: Small

4 Training : Small

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Library
Networking
Research

Globethics.net (EAST AFRICA)

TEİD
Etik ve İtibar Derneği

How
Objectives of the Main Activities and Programmes

Activity 1
Increase Knowledge by Online Access to Information and Resources

Globethics.net (GE) enables free online access to values-based, ethics-related information and resources especially in developing and emerging countries for the defined target groups/beneficiaries (see p. 13) with a focus on teachers, researchers and students in higher education.

Programme 1.1 Online Library

The GE Global Digital Library is a worldwide online database of full text documents (and audio, photo and video resources for special collections). The library is restructured to increase its user-friendliness, and to highlight relevant content.

The number of documents is increased – mainly through open access harvesting – from 1,8 million to 5 million documents with a special focus on documents from the Global South. Partnerships with publishers are strengthened. Tools to facilitate the use of the library are implemented: mobile applications, Whatsapp/WeChat, weekly selected offers, target-group specific promotions, link to academic portals, marketing among teachers of higher education, use in online courses (see p. 21), promotion via partners, etc. There is increased integration between the library and the GE network functions. The display of topics is reorganized and GlobeTheoLib (GTL) is redefined, in cooperation with its Consortium partners to encompass a platform including network and projects.

The library is known worldwide, used and respected for its quality. The technology guarantees constant and fast access to the services and is renewed according to new developments. The library remains the flagship among the GE products, reflected in its strategic positioning within GE.

Programme 1.2 Online Special Collections and Theology/Ecumenism

The concept of collections is evaluated and revised. The number of specialised collections increases from 35 to 50, often in cooperation with and at the demand of partner organisations. They are key promoters of the respective collection and contribute financially to the development and maintenance of the collection. GE provides support and training for partners, submit-

ters and users. The number of downloads of documents from the library and collections increases from 25,000 to 40,000 per month.

Programme 1.3 Ethics News and Library Marketing

GE offers access to ethics information through external and internal news services, coherent with the thematic, language and regional priorities of GE. Presentation of and access to the news services are restructured to increase interaction.

Activity 2

Encourage Dialogue and Sharing by Networking among People and Partners

As a bridge builder and actor Globethics.net facilitates and promotes global networking on the four main strategic themes inter alia between individuals and organisations registered on the Globethics.net platform at the global, regional and national level. GE promotes specific interactions with and for each of the defined target groups (p. 13, overview) with one or more of the main themes identified by GE (p. 14 main themes) with the aim of taking a multi-stakeholder and interdisciplinary approach as far as it is possible. Networking is managed and initiated by GE staff at the Head Office and in the regions and by registered participants, in which case, GE normally plays the role of facilitator working with a moderator/s of an activity.

Programme 2.1 Network of Participants

GE aims to further activate and engage with existing individual participants and to extend outreach so that the online community grows in a substantial and sustainable way. Levels of community engagement are defined, baselines are set and measured against each year and the number of individual participants registered on the GE platform grows from 153,000+ (at the end of 2015) to 300,000 (end 2020). The network team works closely with the library, research and services areas to promote news and initiatives within the network and provides a channel for feedback and contributions from participants. Interaction is increased with participants using the tools available on the platform, social

Activity 2 (Cont.)

media and face-to-face encounters at Globethics.net events.

Programme 2.2 Regional Programmes and National Contacts

The nine National / Regional Programmes in China, East Africa, Francophone/West Africa, India, Indonesia, South America, Southern Africa, Turkey and Russia are strengthened and developed. Additional Regional Programmes are opened in the Middle East, Eastern Europe, North America, Europe, Central America with the option to also open a programme in Australia. The National Contacts are more intensively supported and the number is increased from 42 to 70 with a focus on Asia, Africa and Latin America.

Programme 2.3 Network of Partners

GE creates synergies through bilateral cooperation with scientific, library, networking, funding, service, projects and media partners. GE promotes strategic alliances between global and continental ethics networks with common standards, mutual benefits and for increased impact of ethics in public decision making. The number of partner organisations increases from 200 to 250. New partnerships are especially developed with target groups which have not yet been of focused on such as higher education and public administration. The online database and directories of organisations are evaluated internally and with users and then regularly updated and promoted among partners and professional organisations for active use as a means to promote interaction between partner organisations. GE develops a strategy for the role and tools for registered organisations.

Activity 3
Promote Reflection by Research and Publications

Globethics.net (GE) promotes international research on ethical issues and sharing values, with a focus on global and on Southern perspectives. It links researchers from different continents, especially in and from developing and emerging countries, for the defined target groups (p. 3, overview). Research is mainly done through the GE online platform with its individual participants, organisations and partners as well as in preparation and follow up of conferences, online courses and training. The "Globethics.net Principles for Research Partnership" provide the standard.

Programme 3.1 Conferences/Global Ethics Forum

GE conferences allow for the direct interaction and collaborative research on the themes and for the target groups of GE. There are global and regional conferences, GE stand-alone conferences or conferences in cooperation with partners. The Global Ethics Forum 2016 is related to the transition in leadership. For the 2017-2020 fora a concept is approved during 2016.

Programme 3.2 Research Workgroups

GE staff establishes and strengthens the support of online research workgroups on specific topics. They are initiated by

GE and/or by participants and partners. They share the research results whenever possible with the broader GE network and in publications. They are linked to the main focus themes, the key activities and the follow up of online courses.

Programme 3.3 Publications

The renewed concept for "Globethics Publications" as a publishing house is approved. It is based on a focus on the main target groups, the main themes of Globethics.net, the inputs from and a service for the Regional Programmes. It therefore increases the number of GE books in the different series from 80 (end 2015) to 200 (+25 per year), with increased decentralised editing staff. GE builds editorial boards, increases marketing, number of languages of the books and income from sales and contributions.

Activity 4

Special Projects: Online Courses, Training and Certification

Globethics.net (GE) as a global network of applied ethics manages and supports selected projects that implement ethical values from a global perspective, for the defined target groups. These projects are the fruit and implementation of results and recommendations of activities in the fields of access, network and research. Most of these implementing projects are demand driven (requests from participants, partners and donors) and normally need specific funding in addition to the core funds or they are paid-for services. Selection criteria are: coherence with GE themes, GE partnerships, viability (available funding), liability and capacity.

Programme 4.1 Online Courses through the Globethics Academy

Online ethics courses are developed focusing on eithcs in higher education. The target are students (at least 200,000 students accesss and use ethics modules) and teachers (at least 1,000 teachers use modules and curricula development with Globethics.net).

Programme 4.2 Leadership Training through the Globethics Leadership Centre

Values-driven leadership training is offered for three main target groups: business leaders of small and medium enterprises (SMEs), religious leaders/leaders of faith based institutions and leaders of public management and administration. They concentrate on the main themes of the Strategy. A special focus is on cooperation with the China partners.

Programme 4.3 Certification

Training certificates recognize the successful completion of courses and training. Certification of institutions (e.g. companies, networks, academic institutions) sets and monitors ethical standards of these institutions. GE gives training and courses certificates. For certification of institutions GE reconsiders SMEs and develops a concept for ethics certificates for institutions of higher education. GE develops, supports and monitors professional codes of ethics and supports respective training.

Service Activities

Objectives of the Website, Administration, Communication

Service activities are key for Globethics.net (GE) in order to achieve the objectives in an efficient, reliable and credible way with the necessary outreach and impact.

Programme 1

Online Platform and Technology

The GE online platform (website, mobile devices and other future technologies) is the main conveyor of Globethics.net activities. The platform:

- offers innovative, efficient, effective and inspiring online communication tools to accomplish the mission and objectives;
- is user-friendly, where information is easy to find and to navigate through, where content is credible, engaging and persuasive;
- provides multilingual content in specific content areas, tailored to the languages spoken in the countries of its regional programme network;
- responds to user needs and new ways of using and sharing online content, using extensively social media outlets;
- provides content and tools for discussion, ethics games, etc. on mobile devices and smart media;
- provides a knowledge environment adapted and in line with tomorrow's technology and consumer usage; and
- plays a more important role in the interaction and coordination between GE stakeholders, especially Regional Programmes and National Contacts.

Programme 2

Administration

Administration in the Head Office and Regional Programmes as a key service to reach the objectives is reliable, professional, cost-effective, values-driven and impact-oriented.

Programme 3

Communication and Marketing

GE communication's objective is to promote GE's mission and activities for GE's primary target groups and to its stakeholders on the main themes in a clear, transparent and effective way. The Strategy, as shown on Disc20, is communicated on the website and in all activities. Each of the four target groups are addressed in a target-specific way.

Governance
Objectives of Leadership and Management

Globethics.net remains a not-for-profit Foundation under Swiss law. The governance structures are global and regional. They are credible, transparent, sustainable and lean. The Foundation can build legal entities under its control where needed to reach the goals (as is the case with Globethics.net Immo Solutions and the Globethics US Foundation).

Board of Foundation

Composition

The Board of Foundation is composed of between seven and eleven integer and well-connected personalities from at least five continents, representing different sectors, religious backgrounds and gender. Continuity and renewal of Board membership remains in balance.

Main tasks

The Board of Foundation sets and monitors the strategic priorities and sustainable development of the Foundation according to the Foundation's statutes. It actively supports the networking and fundraising objectives.

Management, Staff and Volunteers

Staff policy and development

GE looks for qualified and dynamic staff, interns, associates and other volunteers from different countries and disciplines for its Head Office and Regional Programmes. GE looks for sufficient interaction and exchange between Head Office and the Regional Programmes. In order to implement the objectives of this Strategy, staff in the Head Office is increased by 40% by 2020 and staff in the Regional Programmes combined by 100%.

Project and Quality Management

GE Head Office and the Regional Programmes implement the Strategy through annual programmes and projects. They develop implementation tools and a code of ethics inline with GE values. GE as a learning network that works in interaction with other stakeholders.

Executive Director and Management Team

The transition to the new Executive Director mid-2016 permits continuity and innovation. The roles and responsibilities of the Management Team and the staff are further developed.

Head Office, Regional Programmes and National Contacts

Head Office

The GE Head Office remains in Geneva/Switzerland as the professional, lean, efficient, credible and well-connected head of the organisation.

Regional and National Programmes

GE Regional Programmes implement the GE global strategy and contextualize it with specific projects. GE increases the number of Regional Programmes from 9 to 13, adding Middle East/North Africa, Europe, North America, Central America and Australia and adds to Francophone Africa West Africa. The Regional Programmes are strengthened in staff and (joint) funding. They are attached to existing host institutions. Gradually a number of Regional Programmes take over thematic leadership for global GE programmes or projects.

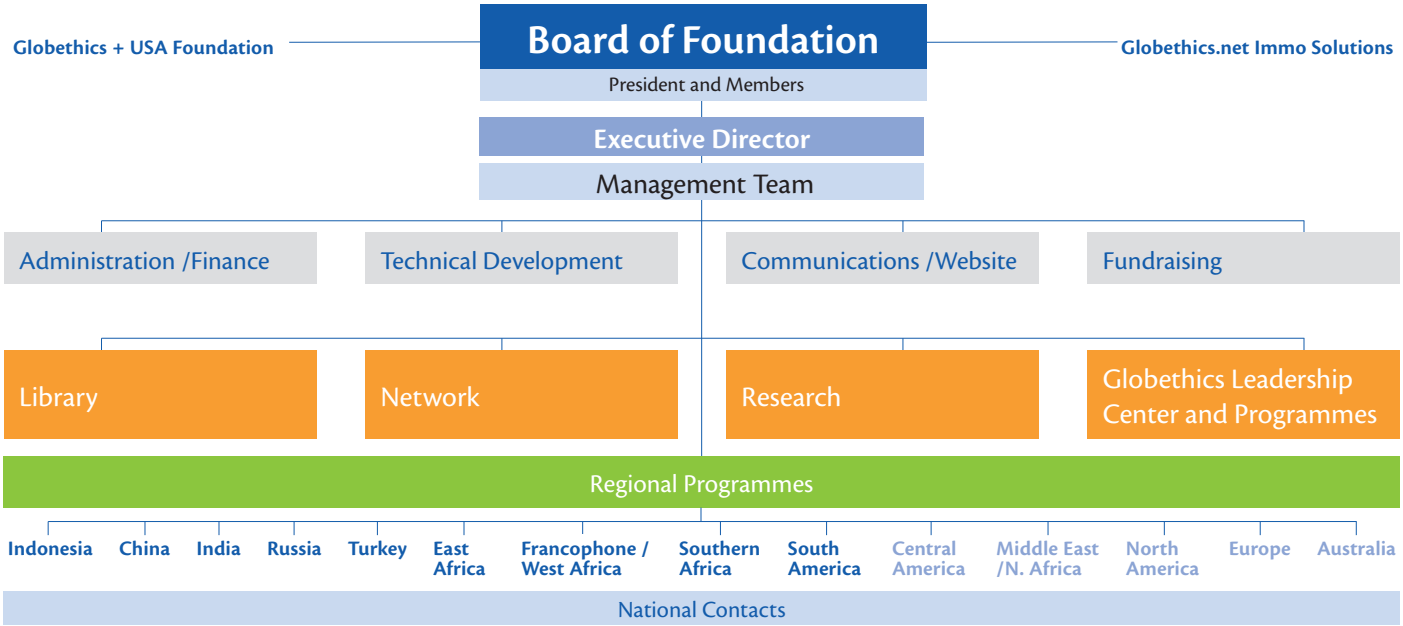
National Contacts

The number of National Contacts is increased from 42 to 70. The support from the Head Office and Regional Programmes is increased.

Globethics.net Regional Programme Directors and Programme Executives at the workshop in Geneva, June 2015

Organisational Chart

Globethics.net Foundation 2016



Finance
Objectives

Financial Projection 2016-2020

The following projection is based on the assumption of the need for further increase of income and expenses by roughly 0,5 million CHF per year in order to meet the high demand for ethics and the expectations on Globethics.net (GE) to increase its impact.

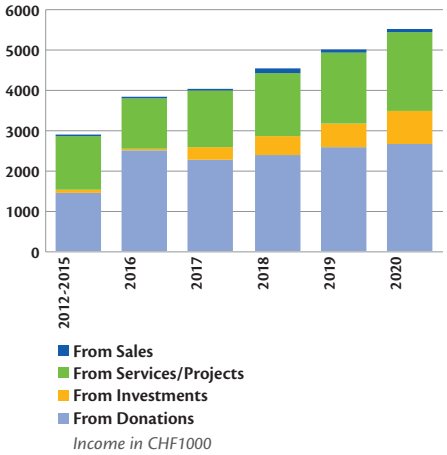
Income

Income sources

The annual income is increased from CHF 3 million 2015 to CHF 5 million by 2020 according to needs by sector. Main income sources are donations/contributions (from private development agencies, governmental and intergovernmental agencies, private foundations and individuals) and to a lesser extent from investments. GE raises sufficient funds for the GE core budget. Additional funds may be needed for specific projects. Compared to the previous strategic period, at the end of the period the annual income is doubled. The proportional income a) from income from own funds is increased from 5% to 13% of the income, b) from general donations is reduced from 60% to 50% of the income, c) from special projects and services is maintained at 35% of the income and d) from sales grows from 0% to 2% of the income.

Income from the network

GE mobilises the network participants as resources to reach the objectives but maintains the policy of registration of participants for free. Income from participants and partner organisations for specific services has to be envisaged.



Expenses

Cost-effectiveness

GE works in a modest, fair and cost-effective way with regard to its expenses. This includes decentralisation of activities and costs where possible. The expenses of the different activities correspond to their strategic importance.

Reserves

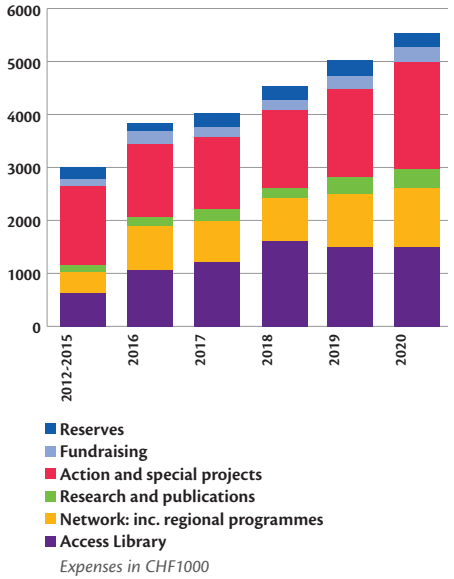
Level of Reserves

GE aims at generating reserves up to expenses of half a year for cash flow liquidity and to allow for the sustainability of its activities.

Financial Reporting

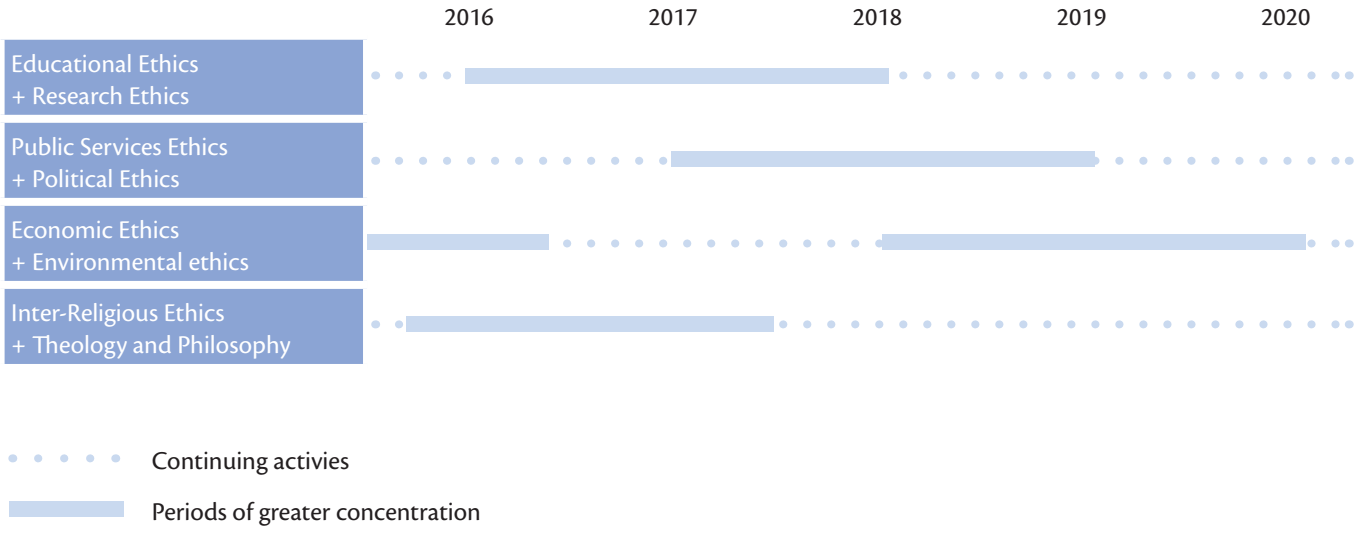
Globethics.net keeps and maintains its financial credibility with all stakeholders including the authorities; the Board and management are well-guided when making decisions on finance and related issues; and Globethics.net complies with the Swiss laws on accounting and reporting.

In order to achieve these objectives, Globethics.net endeavours to always earn unqualified audit opinions by maintaining a high standard of internal control; and keeping an organised, transparent and accurate accounting system.



Expenses in CHF1000

Timeline


2016
2017
2018
2019
2020
Educational Ethics
+ Research Ethics
Public Services Ethics
+ Political Ethics
Economic Ethics
+ Environmental ethics
Inter-Religious Ethics
+ Theology and Philosophy
Continuing activies
Periods of greater concentration

Voices from participants

What people say about Globethics.net

Kenya

"The Globethics.net libraries are very useful to the developing world, where information materials are scanty."

India

"I sincerely feel that Globethics.net is doing a commendable job for the good of the entire world. I earnestly desire that more and more people of the world should get associated with Globethics net for achieving enlightenment in their respective fields, so that ultimately the world will certainly be a better place to live on with peace harmony and prosperity. My heartfelt good wishes for Globethics.net's success in all its endeavours."

Indonesia

"Tingkatkan terus layanannya sukses!"
[Continue with the successful service!]

China

"I feel less alone knowing that there are many people out there who are occupied with similar ethics questions and feel less distressed when I have to stand up for my values."

India

"I feel empowered in my duty."

Nigeria

"Globethics.net is an important database for life, work and research. It should be sustained and publicized."

Venezuela

"Globethics.net is a very important facility for both personal and professional growth."

Iraq

"Globethics improves understanding of people for ethics and their behaviors. Thank you very much for your effort to create this great library and I am sure that all generations will remember your website and your help."

United Kingdom

"I am impressed by the range of material - and appreciate having it available."

Achievements 2012-2015

On the occasion of the 10th anniversary of Globethics.net in 2014, a brochure was published (www.globethics.net/10th-anniversary) showing how the organisation has grown since 2004. In 2015 an external evaluation of the strategic period 2012-2015 and a survey among participants were implemented. Major achievements during the course of the strategic period 2012-2015 include the following.

Network Participants

- The number of registered participants more than tripled from 43,000 at the end of 2011 to 153,000.
- The number of visits to the website per year increased from 683,000 at the end of 2014 to 1,115,063 at the end of 2015.

Access to Information

- The global online library on ethics was launched in 2008, a second global online library on theology and ecumenism in 2011 and the African Law Library was developed in 2012, launched 2013 for the African Innovation Foundation (AIF) and handed over in 2014 to the owner.
- The online libraries included over 1.8 million full text articles and books at the end of 2015 with increasing numbers of downloads, especially from developing and emerging countries. On average over 30,000 documents and GE publications were downloaded each month in 2015.
- A daily online newsfeed on ethics in five languages with a selection from 100,000 sources has been provided as a service since 2010.

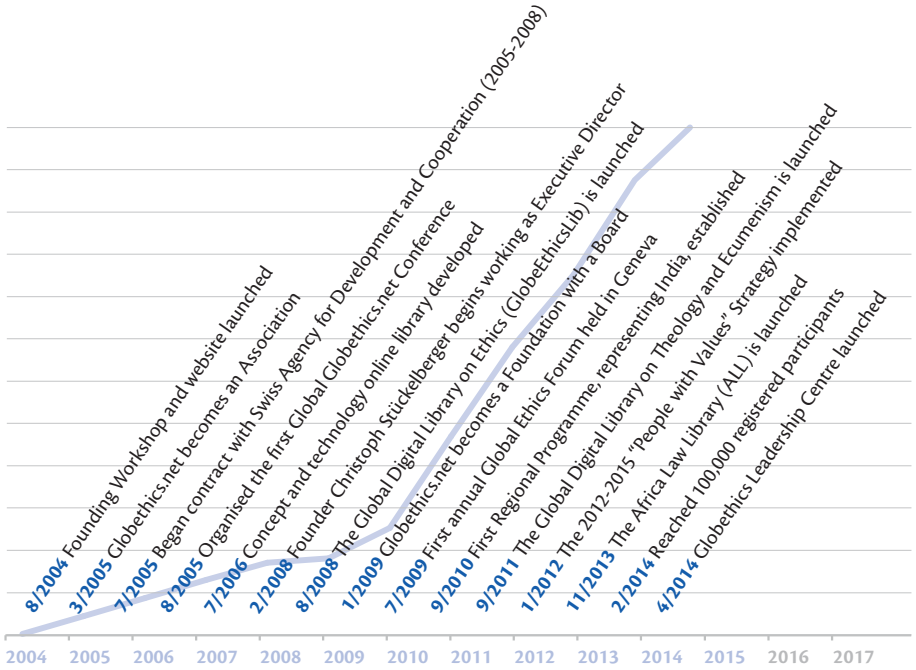
Partnerships

- Globethics.net signed around 200 partnership agreements. Partners include university ethics centres, international ethics networks, libraries, donor institutions, UN agencies, NGOs, media partners, event and project partners, national Contacts and Regional Programme partners.

Regional and National Programmes and National Contacts:

- In addition to the Head Office in Geneva, Regional Programmes with offices have been opened in China, Indonesia, India, East Africa (Kenya), Francophone Africa (Benin), Russia, South America (Argentina) and Southern Africa (South Africa). National Contacts have been developed in over 40 countries.

Milestones
2004-2014



Special Projects

- Important special projects were implemented including the annual Global Ethics Forum, a large programme for values-driven entrepreneurs in China, training for ethical elections and many more projects that have been implemented within the Globethics Leadership Centre that was launched in 2014.

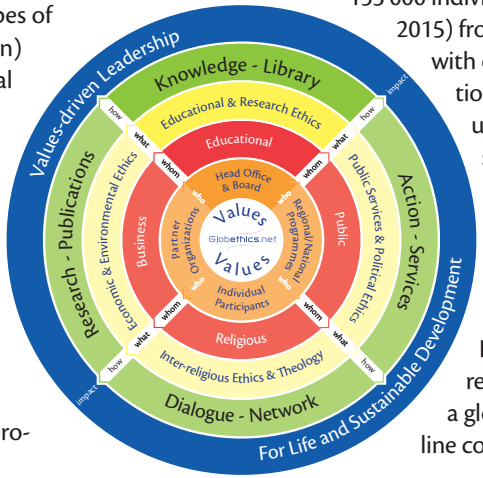
Funding

The income was more than doubled from 1,3 million at the end of 2011 to 2,9 million Swiss Francs at the end of 2015.

In summary we are thankful to say that the objectives of the Strategy 2012-2015 were achieved and that some were surpassed.

Overview of the Strategy: 'Disc20'

The **Globethics.net Disc20** summarises on one disc the Strategy 2016-2020: four actors (who, orange), four target groups (with whom, red), four main themes (what, yellow) and four types of activities (how, green) serve the overall goal of "Values-driven Leadership for Life and Sustainable Development".
The disc is interactive in digital and printed form; the four layers can be individually turned and thus combined to create different programmes.



What is Globethics.net?

The Globethics.net Foundation is a growing global network on ethics with over 153'000 individuals (as of December 2015) from 200 countries and with over 200 partner institutions. It concretely contributes to living values for sustainable development and transformation, especially in the fields of education, public services, business and inter-religious ethics.
It offers values-related resources free of charge in a global online library, an online community of participants, multi-stakeholder dialogues, collaborative research and online courses and training.

Is Globethics.net religious or not?

Both. The focus is on ethics. Values are rooted for many people in their faith, for others in their non-religious convictions. Globethics.net is inclusive and builds bridges between religions and with secular and humanistic worldviews. Globethics.net is neither fundamentalist nor relativist, but committed to values that enable all to live in dignity.

Is Globethics.net a business or not?

It is a not-for-profit foundation, living from donations and from income from its own generated resources.

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