

Globethics.net

Strategy 2008-2011

Approved by the Globethics.net General Assembly, 31 October 2007

Confirmed with adaptations by the new Board of Foundation, 25 February 2009

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After the pioneer phase 2004-2007 of Globethics.net, the following Globethics.net strategy is a four years strategy 2008-2011. It is subject to revision where necessary since the global environment for social networks in general and ethics in particular is fast changing. On the basis of this strategy, each year a more detailed annual program with measurable indicators is developed.

This strategy was approved by the General Assembly on 31 October 2007 and confirmed with adaptations by the new Board of Foundation on 25 January 2009.

1. Vision, Mission, Values

Dialogue, reflection and action for responsible leadership

FOUNDING CONVICTION

(Why we exist)

We believe that access to knowledge resources on ethics and values in all regions of the world will enhance ethical reflection, action and cooperation locally and globally.

VISION

(where we want to be)

The leading global platform for exchange of and research on ethics and values.

MISSION

(what we do to get to our vision)

We empower people from all regions of the world, especially in developing and transition countries, for ethical dialogue, reflection and action by:

- Providing **access** to knowledge resources on ethics through our Global Digital Library on Ethics
- Facilitating **networking** on ethics in our Globethics.net online community of persons and organizations
- Stimulating global collaborative **research** on selected fields such as business ethics, interreligious ethics and responsible leadership

VALUES

(Convictions in implementing the mission)

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.

Participation: We value the participation of people from all regions of the world.

Responsibility: We encourage responsible use of, and responsible contributions to our knowledge resources and network.

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

We believe that value-oriented behaviour improves lives and societies.

2. First phase 2004-2007

Globethics.net (GE) was created in 2004. On initiative of Bread for all (the Swiss Protestant Agency for Development Services) and as a follow up of its program of ethics with ethics centres in Cameroon, Kenya and China, its then General Secretary and ethicist Christoph Stückelberger invited 25 professional ethicists from all continents in August 2004 to a founding workshop at the Ecumenical Institute of Bossey near Geneva. The group with a strong participation from developing countries designed the network with its goals, principles and working methods. The globethics.net website as an electronic platform of networking was prepared and launched during the conference and a first common project of a book on responsible leadership with contributions from the participants was agreed. A steering committee of 8 ethicists from 5 continents was elected among the participants and Christoph Stückelberger was elected as its chairperson.

The first half year of existence after August 2004 was a planning and fundraising period with little money and only a part time assistant in the GE secretariat in Geneva.

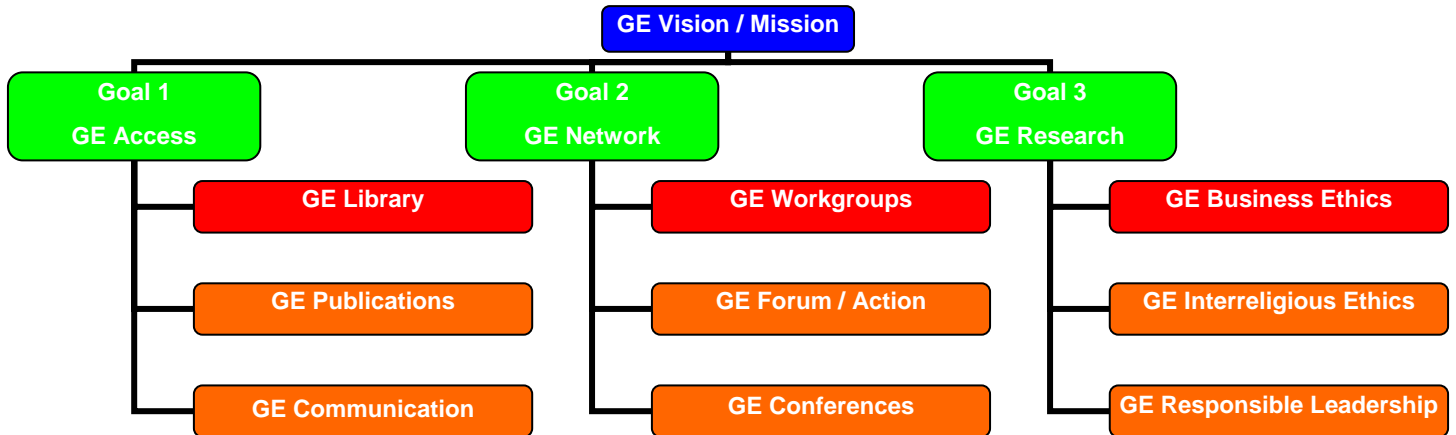
In March 2005, the legal structure of GE as an association was built and the Steering Committee was transformed to the board of the association. The first volume of Responsible Leadership was published in Nairobi. In August 2005, the first international GE conference could be held in Bangkok/Thailand with 40 participants on "Responsible Leadership." Different working groups were established. With the four year contract of support from the Swiss Development Cooperation and the two year contract of support from the Linsi Foundation, GE could employ a 50% coordinator and 70% assistant in its secretariat. The network of participants grew slowly and constantly.

In August 2006, the second international conference was held in Huissen/Netherlands with 50 participants on "Fundamentalism and ethics". The network of participants grew to about 300 institutions and individuals. Some working groups started to work such as a joint online seminar of students from Basel and Yogyakarta/Indonesia and the group on gender ethics. In October 2006, a mandate to develop the concept for a global digital library on ethics could be given to a networking specialist in New Delhi. The library will serve the goal of facilitating and enabling access to ethics documents especially in developing and transition countries.

In March 2007, the review of the first 18 months of GE was presented to the Swiss development Cooperation and Board. The potential and need of the network was shown. The expansion was recommended and decided by board and general assembly. The chairperson together with external experts further developed the strategy and fundraising concept which is reflected in this strategy 2008-2011. In August 2007, the general assembly appointed Christoph Stückelberger as fulltime Director/CEO of GE for six years, starting on 1 February 2008. The implementation of the fundraising strategy started in October 2007. The second volume of "Responsible Leadership" (together with the first) was published in July 2007. The global digital library on ethics, short "Globethics.net Library" was launched after 18 months of preparation in October 2008.

3. Objectives and programmes 2008-2011: Overview

Globethics.net concentrates in its external programmes on three objectives: Access, Networking and Research.



4. Objectives: focussed

Objectives in General

The statutes of the Globethics.net *Foundation*, in article 2, Purpose, state:

“The purpose of the Foundation is to constitute a global network of persons and institutions involved in applied ethics or interested in teaching and promoting the latter. The network works mainly, but not exclusively, through an internet platform aimed at:

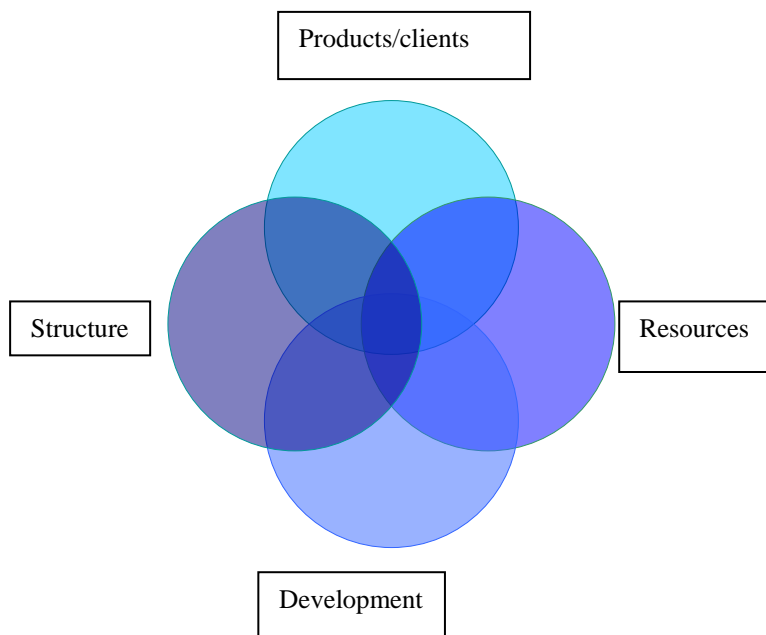
- a) sharing knowledge through access to global information and documentation on ethics, in particular in developing and transition countries,*
- b) networking to link global and contextual ethical perspectives and to strengthen ethical behaviour in practice,*
- c) research in selected areas of applied ethics with international participation through projects, conferences and publications,*
- d) promoting responsible leadership on the part of decision-makers.”*

Objectives 2008-2011

The objectives are divided in four main groups

- 1) Products/clients: The main programs and activities to reach the goals with the defined target groups (clients)
- 2) Structure: The structural development in order to have a sustainable and good GE governance structure
- 3) Resources: The financial, human and networking resources to reach the GE program goals
- 4) Development: The instruments for the quality management and the development of GE as a learning organisation.

These four groups correspond to project planning methodologies in different sectors such as development cooperation, scientific research or private sector (*Balanced Scorecard BSC*).



Products/programmes

Globethics.net concentrates in its external programmes on three objectives: Access, Networking and Research.

Objective 1.1 Access: GE enables free access to ethics information and resources especially in developing and transition countries for four GE target groups (GE participants, young future leaders, ethics experts, interested public for library).

Products to reach objective 1.1:

Objective 1.1.1 GE Library: The GE Global Digital Library on Ethics becomes a leading worldwide database on ethics (with open access at least to all GE participants and with broad cooperation with other databases). GE supports upload of ethics documents from the South and provides few training seminars for librarians in the Global South for the use of the online library.

Objective 1.1.2 GE Publications: GE publishes normally at least one book on ethics per year in its GE Series with international contributions, online and for cheap reprints in different continents. It develops a publications policy.

Objective 1.1.3 GE Communication: GE develops a marketing strategy for the library (mainly online marketing). The communication with the registered participants of the network is mainly established by the website and the electronic newsletter (at least four times per year)

Objective 1.2 Networking: GE facilitates global networking on themes proposed by participants and moderates specific online projects on ethics. GE staff concentrates primarily on business ethics, interreligious perspectives on ethics and responsible leadership.

Products to reach objective 1.2:

Objective 1.2.1 GE participants: GE increases the number of individual and institutional participants/users to 6000 of which 150 are institutions (such as centres of ethics).

Objective 1.2.2 Workgroups: GE encourages and supports the establishment of online workgroups to specific topics. Each GE executive staff animates at least one workgroup.

Objective 1.2.3 Forum/Action: The GE Website includes upload of documents by participants and a Forum for the exchange and sharing of information and for discussions among participants, including the support of international campaigns and common actions to implement ethical recommendations.

Objective 1.2.4 Conferences: GE organises conferences on an ethical topic with global perspectives. They can have with various forms such as a) international conferences, b) regional conferences, c) online conferences, d) conferences in co-operation with other partners.

Objective 1.2.5 Training Workshops: GE organises training workshops for specific target groups such as librarians or regional coordinators or related to a research project such as the global survey on business ethics.

Objective 1.3 Research: GE links researchers from different continents through the GE platform with its individual and institutional participants which can serve as a pool of ethics experts. GE initiates and supports research projects on ethics, especially on three subjects: business ethics, interreligious perspectives on ethics and responsible leadership. Other research subjects can be added if resources allow.

Products to reach objective 1.3

Objective 1.3.1 Business Ethics: GE strengthens business ethics especially in developing and transition countries, among others by a global survey and database on business ethics research and institutions. GE offers consulting services on business ethics for the private sector.

Objective 1.3.2 Interreligious Ethics: GE promotes interreligious perspectives on ethics, among others by a methodological frame and input to the Parliament of World Religions and online research workgroups.

Objective 1.3.3 Responsible Leadership: GE develops – together with partners - criteria and identifies and promotes examples of responsible leaders in selected sectors. GE identifies, trains and promotes ethical behaviour of leaders in exemplary fields with an international dimension.

Objective 1.3.4 Other subjects such as health ethics and environmental ethics can be added if resources are available.

Structure and Partners

Objective 2 Structure: GE develops its structure in order to have a sustainable and good GE governance structure.

Objective 2.1 Legal form: GE transforms its Association to a Foundation with a small Board of Directors.

Objective 2.2 Regional Coordinators: GE develops a policy for regional outreach. It defines regional priorities and appoints regional coordinators as volunteers for regional promotion and support of Globethics.net.

Objective 2.3 International Secretariat: The international secretariat in Geneva has enough staff to execute the objectives of the strategy. It is seconded by interns.

Objective 2.4 Strategic Partners: GE builds a network of a few strategic partners.

Objective 2.5: Networking: GE implements the principle of social networking that a good part of the GE activities is done by the participants themselves.

Resources

Objective 3 Resources: GE mobilises the necessary financial, human and community resources to reach the GE program objectives.

Objective 3.1 Financial Resources: GE raises sufficient funds for the GE core budget. Additional funds may be needed for specific projects. GE builds within five years reserves for cash flow liquidity which covers one year of structural expenses.

Objective 3.2 Human Resources: GE looks for qualified dynamic staff from different countries and disciplines for its secretariat and for qualified voluntary work by the participants.

Objective 3.3 Community Resources: GE mobilises the network participants as resources to reach the objectives.

Development and Standards

Objective 4 Standards: GE Secretariat adapts internationally recognised standards for the quality management and the development of GE as a learning network.

Objective 4.1 Project Management: GE Secretariat implements the annual program on the basis of project management with project procedures and forms.

Objective 4.2 Quality Management: GE Secretariat introduces a manageable system of quality management.

Objective 4.3 Learning: GE Secretariat introduces planning mechanisms in order to become a learning organisation.

5. Partners

A recent study on the success of NGO's shows that the most important factor for success – even more important than management and fundraising – is the partner they choose and the networks they are related to.

Globethics.net needs strategic partners in order to grow, enlarge its activities and strengthen its position in the global marketplace of ideas. Different types of cooperation need to be developed and tested: strategic alliances, communities of practice (COPs), networks of experts, information networks, and formal knowledge networks. Strategic partnerships will allow access to existing database and offer synergies with other actors in the dynamic open access developments. Partnerships will ensure mid- or long-term cooperation with institutions and/or experts acting in the field of interreligious/intercultural dialogue and business ethics. As far as possible, GE remains the lead organisation (at least for such products as the Global Digital Library on Ethics). .

Globethics.net's strategy 2008-2011 seeks support from and cooperation with a few key mid-term partners (four years commitment) **from four sectors:**

- 1 Private sector and Foundations (funding partners)
- 2 National and International Governmental Organisations (funding and networking)
- 3 Academia such as Universities, Ethics Centres, international and regional ethics networks (scientific partners)
- 4 Nongovernmental organisations/religious organisations (networking, scientific, funding partners)

The details will be worked out during 2008.

6. Structure

Legal form: The General Assembly in August 2007 decided on recommendation of the board, to transform globethics.net from an association to a foundation. This was planned from the beginning in 2004, but to establish a foundation in Switzerland takes time and GE needed a legal body fast in order to start its operations. It is planned to prepare the foundation in the first months of 2008 and to establish it if possible in 2008 with a small Board of Foundation. The existing board will be transformed in a consultative board of experts which meets once a year. The question of a patronage of well known personalities is open.

Staff: After the pioneer phase of three years, Globethics.net now needs a strong international secretariat to reach the described goals. As of 2008, the following staff is planned, as a minimum (500%):

1. Director, 100%, ethicist (strategy, partnership, negotiations, institutional fundraising, leadership). (Christoph Stückelberger)
2. Scientific staff, ethicist, 100% (access, global library, working groups, research partnership). (Actual: 100% Deon Rossouw)
3. Scientific staff, 100%, social sciences (networking, working groups, fundraising, research partnership). (Actual: 50% Ariane Hentsch)
4. Librarian/ICT specialist (global library, networking, Webmaster, GE participants, action). (Actual: 100% Atanu Garai in India until end 2008, 80% Amélie Vallotton from 2009).
5. Assistant to the Director, 100% (assistance, Newsletter, finances, marketing etc.). (Actual: 100% Natalie Emch).

Location: After evaluation of different possibilities the secretariat will remain in Geneva, in the Ecumenical Centre. Additional rooms are available. Advantages are the networking with many other organisations in the Centre (ecumenical, UN, NGO's), the infrastructure and services from meeting rooms and restaurant to bookshop and travel agency).

Internal Organisation: The internal organisation has to be structured with the new staff. The main working instruments will be a) the project management tools and b) the annual planning for each staff on the basis of the GE annual plan.

7. Finances

The Globethics.net Board of Foundation decides on the annual budget and the four year financial plan. Potential funding partners can receive this on request.