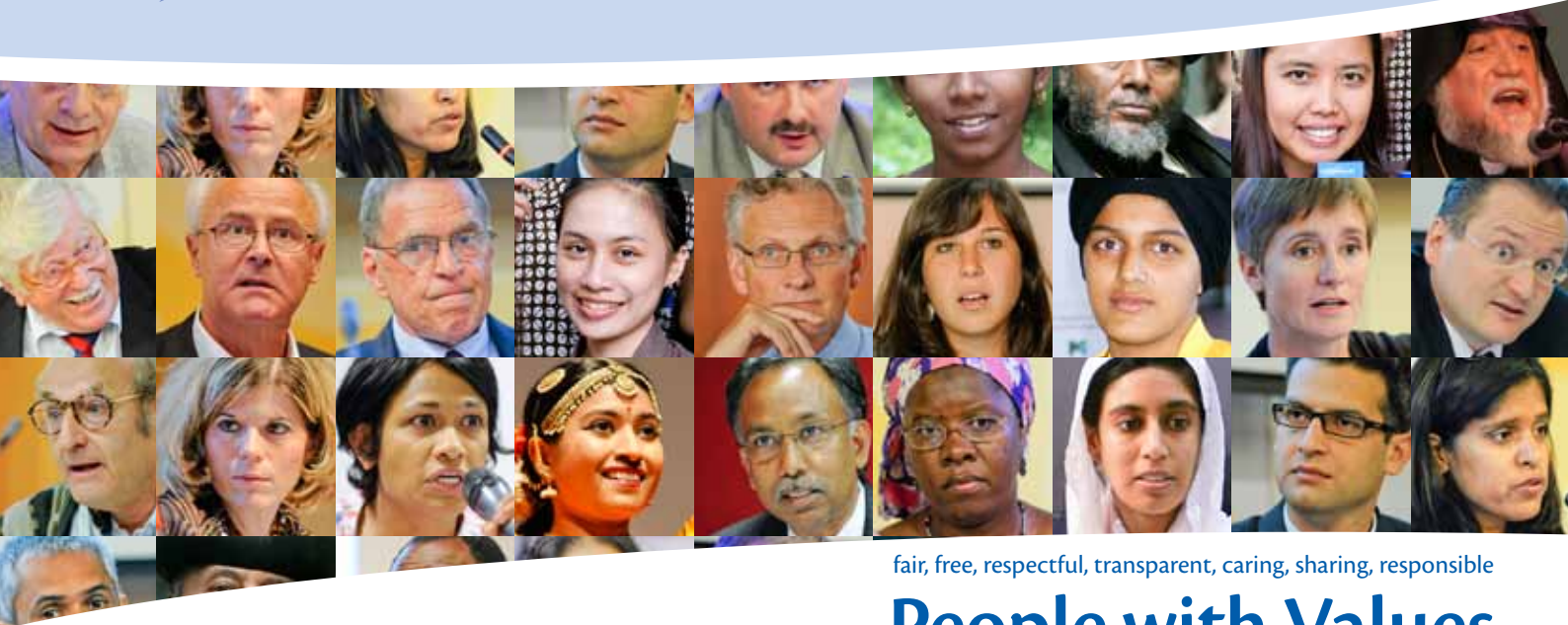


Globethics.net



fair, free, respectful, transparent, caring, sharing, responsible

# People with Values

Strategy | 2012-2015

## Message from the President and the Executive Director

The more that economic crises, environmental challenges, political volatility, social tensions and psychological malfunction grow, the stronger the call for ethics and value-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 by

value-oriented behaviour. 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, as stated in the mission statement of our Foundation (see page 6). Ethical orientation grows by interaction and networking with credible human models and by access to ethical information, argumentation and good practices. Many people from over 200 countries and territories use the multilingual services of Globethics.net for sharing values from personal to professional, institutional and societal levels.

The impressive growth of the Globethics.net community of participants during the strategic period 2008-2011 enables us at

Globethics.net to build the new strategy 2012-2015 on the basis of continuity and consolidation, combined with innovative improvement and focussed enlargement of the services that we offer. We are deeply thankful to the 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 an ethical future.

**Walter Fust**

*President of the Board*

**Prof. Dr. Christoph Stückelberger**

*Executive Director and Founder*

# Overview

## Strategy 2012-2015

The Globethics.net Foundation with its regional programmes and manifold partners

**Remains** faithful to its **Vision, Mission and Values** and stands for continuity and reliability in its convictions;

**Continues** with the three **areas of activities**, 1) Libraries, 2) Network, and 3) Research. It adds 4) Projects in order to implement concrete steps of value-based behaviour and action;

**Enlarges** the **library** content from ethics to theology, Islam and philosophy;

**Strengthens** and expands the **network** of registered participants and their interaction, with a focus on academic teachers and students, educators, young future leaders and decision-makers in the private, public, religious and non-governmental sector;

**Supports** joint international **research** projects and enlarges the topics business ethics, interreligious ethics and responsible leadership by the additional topics health ethics and environmental ethics;

**Develops** selected implementing **projects** especially in the field of business ethics with the Global Ethics Forum and publications;

**Remains** a lean, transparent non-profit **foundation** with a credible, competent international Board, an increased number of regional **programmes**, a strong emphasis on cooperation and networking with manifold **partners** on all continents and the self-understanding of an inclusive **service** especially for people in developing and emerging countries.

The objectives are formulated in a way that expresses what Globethics.net aims to accomplish by 2015.

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**The Globethics.net Board of Foundation approved the Strategy in January 2012**

# 2008-2011

## What Globethics.net achieved

Globethics.net was established as an Association in 2005 and transformed into a Foundation in 2008. Major achievements during the course of the last strategic plan 2008-2011 have been:

### Network participants

The number of registered participants grew from 437 to 42'000.  
The number of visits to the website per year increased from 25'000 to 450'000.

### Access to information

The global online library on ethics was launched in 2008 and a second global online library on theology and ecumenism was launched in 2011.

These online libraries included over one million full text articles and books at the end of 2011 with increasing number of downloads, especially from developing and emerging countries.

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 28 partnership agreements for general co-operation, 29 for the Global Ethics Forum and 16 for the Theological Library Consortium. Partners include global and continental professional ethics networks, project partners, funding partners, scientific partners, media partners and library partners.

### Regional programmes

In addition to the Head Office in Geneva, regional programmes with offices have been opened in China, Indonesia, India, East Africa (Kenya) and prepared for South America, Francophone Africa and Russia.

### Funding

The income was tripled from 0,4 to 1,2 million Swiss Francs per year.

# Global Trends

## Ethical challenges and opportunities

### Economic and environmental

The economic and financial turbulences of the last years and the environmental threats posed by climate change show the need for new economic models and a green economy. The interdependence in globalized economies needs common search for global values.

### Political and ideological

The growing gap between poor and rich leads to social tensions in many countries. Protectionism, nationalism and ethnocentrism can threaten peaceful coexistence and social peace. Power shifts from so called industrialised to emerging countries provoke tensions and open opportunities. Education for mutual respect and unity in diversity contributes to security and stability.

### Religious

Religious communities play a key role for identity and social and economic development; but they are also used for political and ideological purposes. Inter-religious sharing of values and cooperation can build sustainable communities in pluralistic societies.

### Technological

Technological innovation especially in energy and information and communication technologies can further improve lives and interaction, but can also lead to power concentration and unpredictability and vulnerability of developments. Social networks and online platforms can contribute to constructive interaction. Fast technological innovation needs constant adaptation by Globethics.net.

### Information market

The struggle between commercial publishers and open access policies will become harsher. Pressure from the public sector can lead to more open access; protectionism on the other hand can lead to more control and limiting mechanisms. Globethics.net is committed to open sharing of resources while respecting and supporting economic sustainability.

### Expectations

High expectations about the role of ethics and of value-based institutions like Globethics.net contrast with the very limited resources available for such global ethical efforts.

# Vision, Mission, Values

## Dialogue, reflection and action for responsible leadership

### FOUNDING CONVICTION

(Why we exist)

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

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 Libraries
- 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, responsible leadership and others
- Initiating and supporting selected projects in order to implement values in concrete fields.

### 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.

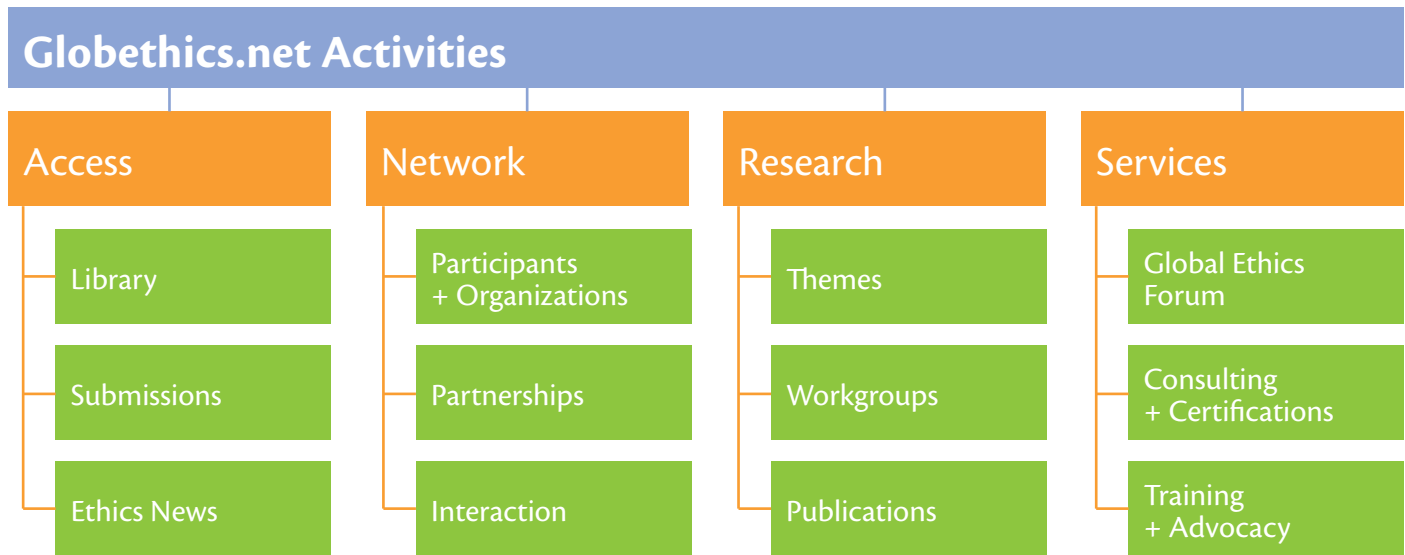
Responsibility: We encourage responsible use of and responsible contributions to our knowledge resources, network and practical projects.

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

# Activities

## Objectives

Activities of Globethics.net include four strategic areas (orange) with three programmes each (green).



# Access

## Library: Online resources

Globethics.net (GE) enables free online access to value-based, ethics-related information and resources especially in developing and emerging countries for the defined target groups (see overview on page 3).

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### Library

The GE Global Digital Library is a worldwide online database of full text documents and audio and video resources. It is the leading global digital library on ethics (GlobeEthicsLib) with a global digital library on theology and ecumenism (GlobeTheoLib), to be followed by libraries in fields such as philosophy (GlobePhiloLib) and Islam (GlobelIslamLib). These libraries are known worldwide, used and respected for their quality. The technology used guarantees constant access to the services and is renewed according to new developments such as mobile devices. The library remains the flagship among the GE products.

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### Submissions

The GE Library is a participatory effort whereby GE participants and partners, especially from the Global South, submit documents in their own languages. Partners develop their online journals, collections and archives in the GE library. GE provides support and training for partners, submitters and users.

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### Ethics News

GE offers access to ethics information through different news services, coherent with the thematic, linguistic and regional priorities of GE.



# Network

## Participants, partners, interaction

Globethics.net (GE) facilitates global networking on value-oriented themes between registered individuals and organizations on the global and regional level for the defined target groups (p. 3, overview). Networking is initiated by GE staff and by participants. GE staff concentrates primarily on business ethics, interreligious perspectives on ethics and responsible leadership. Participants choose their own fields of interest.

### Participants

GE increases in a substantial and sustainable way the number of registered individual participants and organizations. It further develops and promotes the search tools and directories for increased direct interaction between participants. It promotes these tools for use and cooperation with registered organizations and partners. It develops a strategy for the role and tools for registered organizations.

### 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. This could lead to a Global Ethics Alliance.

### Interaction

GE strengthens digital communication and interaction (internet, mobile phones, others) with participants and new target groups through online marketing, social networking, forum/blog discussions, newsletters, competitions and [petitions?] in order to increase visits, downloads, interaction of participants and partners and the positive impact on society. In addition to digital communication, GE promotes networking through face-to-face encounters in workshops and conferences related to GE's themes and projects, always with an international dimension. The meetings take place in a variety of forms such as a) international conferences, b) regional conferences, c) webinars and training sessions, organized independently or in cooperation with other partners.

# Voices from participants

Thank you so much for your support on knowledge sources on ethics, it is going to be very useful for my capacity development, and it will help me to develop efficient tools in assisting people in my country.

**Sith Soukchaleunphone, Laos, Business, Community and Strategy Development Advisor**

It is very pleasing to receive introductory notes that reflect professionalism, care and respect, traits so rare and missing in the cold world of the web. That, by itself speaks greatly of your organization.

**Ramon Sanchez, Puerto Rico, Business and Project Development Planner**

I enjoy every bit of the ethics resources I have come across since becoming a participant of Globethics.net.

**Rev. Dr. Babatunde Ezekiel, Ibadan/Nigeria Director, Center for Church and Society**

I am proud to be part of this caring community of people anywhere in the world with the power of literature to understand the conditions that occur in this world. I will consider carefully the news and information found on Globethics.net particularly on problems associated with ethics in public administration in developing countries.

**Saptadi Suharto, Indonesia, civil servant**

I'm a student who doesn't have lots of money to get knowledge and I hope I can find the information I want from this website.

**Yang Yuan, Taiwan, student**

As a professor in Management Information Systems I am interested in the ethical use of information systems.

**Kustim Wibowo, USA, Professor**





Dokumentasi GE membantu saya di bidang kebebasan beragama dan pluralisme. Banyak pemahaman baru tentang diskusi agama yang ada di GE. Saya sering mendapatkan inspirasi dari GE. GE ikut membantu menciptakan hubungan antaragama yang lebih baik. Saya berharap banyak intelektual dan agamawan yang memanfaatkan fasilitas ini dan berkontribusi di GE, hingga bisa tercipta dialog intelektual antara sarjana dan aktivis.

**Budhy Munawar-Rachman, Dosen Sekolah Tinggi Filsafat Driyarkara, Jakarta, Indonesia**

Sebagai mahasiswa doctor saya sangat membutuhkan materi dan artikel yang berkaitan dengan studi saya. GE sangat membantu saya dalam hal tersebut. GE juga menjadi alternatif murah untuk mendapatkan artikel bermutu, sehingga saya sangat menyarankan kepada para akademisi untuk mendaftar di GE. Di GE kita juga bisa berbagi kepada akademisi di seluruh dunia dari artikel yang kita tulis.

**Nina Mariani Noor, Mahasiswa Doctoral Programme ICRC (Indonesian Consortium for Religious Studies), Yogyakarta, Indonesia**

甘绍平教授，中国社会科学院 全球伦理网的存在，不仅显示出道德无国界这一事实，而且也宣扬了道德无国界这一真理

**Prof. Shaoping Gan, Chinese Academy of Social Sciences**

陈东风老师，北方交通大学 在宽容的语境中拓展视野

**Mr. Dongfeng Chen, Lecturer, Beijing Jiaotong University**

Bravo pour ce travail fantastique et pharaonique. Merci de le mettre à la disposition de tous, même des plus petits et des plus humbles

**Participante, France**

# Research

## Global, contextual, accessible

Globethics.net (GE) promotes international research on ethical issues and sharing values, with a focus on global perspectives. It links researchers from different continents, especially in and from developing and emerging countries, for the defined target groups (p. 3). Research is mainly done through the GE online platform with its individual participants, organizations and partners. The “GE Principles for Research Partnership” build the standard. GE promotes proactively research projects with a focus on five subjects: business ethics, interreligious ethics, responsible leadership, health ethics, ethics of science and technology. GE facilitates reactively other research subjects with partners.

**Research Themes** Research on Business and Economic Ethics has a multi-stakeholder approach. The Global Ethics Forum constitutes the main instrument with the development of practical toolkits. Research on Interreligious Ethics includes scholars from the main world religions and develops tools for interreligious education. Research on Environmental Ethics emphasises climate ethics. Research on Health Ethics focuses on professional ethics of health care practitioners. Research on Ethics of Science and Technology puts an emphasis on the impact of new technologies on developing and emerging countries and their participation in research. Research on Responsible Leadership as a cross-sectoral theme emphasizes governance, accountability and transparency, a theme that runs across the other four subjects.

**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.

**Publications** GE increases step by step the number of GE books in the different series, especially with the new series of these, and supports journals of its partners to go online. The online availability of publications for free in the library is combined with an online sales system for print copies of books and journal articles.

# Services

## Practical implementation of ethics

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 (see overview). 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 and partners) 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.

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### Global Ethics Forum

The Global Ethics Forum is a three-year project 2011-13 on business ethics with an annual or bi-annual conference and implementing projects. It is the flagship event of Globethics.net. It connects persons and institutions from the private, public, academic and NGO sectors from all continents in order to improve behaviour and structures in the economic sector. After evaluation of themes and impact, it can be renewed after 2013, with the same or another subject focus.

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### Consulting and Certification

GE develops, supports and monitors professional codes of ethics and labels/certification as ethical benchmarks in selected and innovative areas of GE-related subjects and as a paid service on request from GE partners, e.g. in the sectors of finance, mining (gemstones), media and agriculture.

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### Training, Teaching, Advocacy

GE offers and supports selected training tools, webinars, online teaching and curricula material on ethics in relation to its subjects and wherever possible in cooperation with its partners. In specific cases, GE can launch or support international campaigns on a GE-related subject.

# Governance Objectives

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.

## Board of Foundation

### Composition

The Board of Foundation is composed of between seven and eleven credible and well-connected personalities from at least five continents, representing different sectors and religious backgrounds. 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.

## Management, Staff and Volunteers

### Staff policy

GE looks for qualified, sufficient and dynamic staff, interns, associates and volunteers from different countries and disciplines for its Head Office and Regional Programmes. It looks for effective interaction and exchange between Head Office and Regional Programmes.

### Project and quality management

GE Head Office and Regional Programmes implement the Strategy through annual programmes and projects. They implement ethical standards for quality management and the development of GE as a learning network.

### Executive Director

GE prepares in good time for the succession of the Executive Director due to retirement.

## Head Office and Regional Programmes

### Head Office

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

### Regional Programmes

GE Regional Programmes implement the GE global strategy and contextualize it with specific projects. GE increases the number of Regional Programmes from six to twelve, covering five continents. The Regional Programmes are normally attached to existing institutions.

## Development

### Technology

Being primarily an online network, GE actively observes new developments of information and communication technologies (ICT) and uses them where appropriate.

### Organizational development

GE further develops its organizational structure in response to the needs in implementing the objectives while remaining a lean and efficient organization.

# Organizational chart

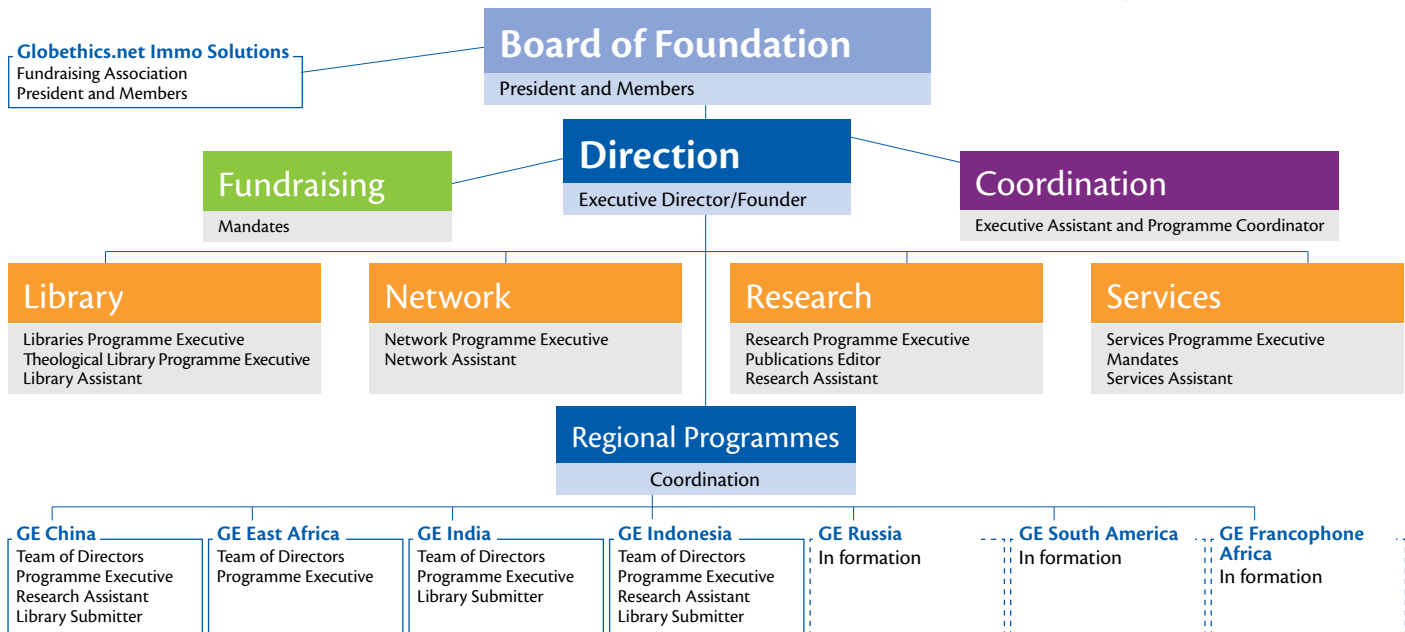


**Board of Foundation** from Africa, Asia, Europe, and Latin and North America



**Staff** from the Head Office and Regional Programmes





# Finance

## Objectives

### Income

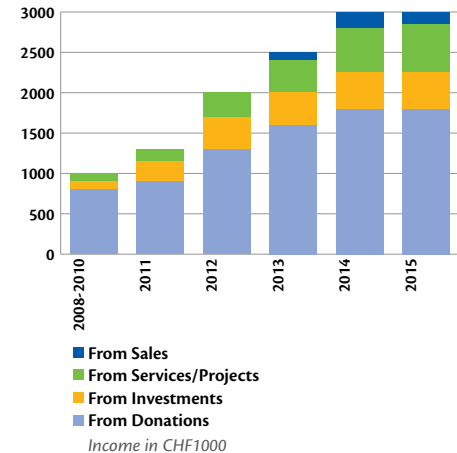
#### Income sources

Main income sources are donations (from governmental and private development agencies, private foundations, individuals) and to a minor 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 from:

- investments is increased from 10% to 15%
- donations is reduced from 80% to 60%
- services is increased from 10% to 20%
- sales grows from 0% to 5%

#### Income from the network

GE mobilises the network participants as resources to reach the objectives and maintains the policy of registration of participants for free.



## Expenses

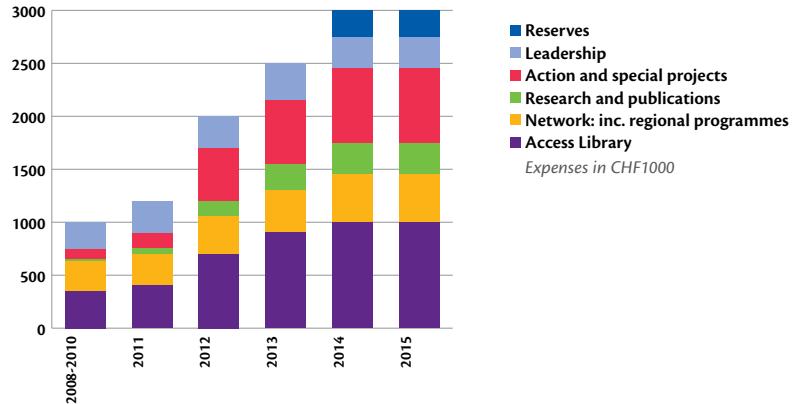
### Cost-effectiveness

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 the sustainability of the activities.





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