



Ulrich Hemel, Nurzat Koenig

## **IfS Annual Report 2023**

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## 0. Editorial

Dear Readers,

During the past year of 2023 we have focused on crucial themes, produced insightful publications, and hosted engaging events that reflect our commitment to addressing global challenges. Our thematic focus for 2023 centered around the role of Global Civil Society in the context of a multipolar world. In a time marked by the war in Ukraine, global economic challenges, and emerging civil society reflections on environmental crises and post-pandemic realities, we explored questions such as:

- What is the role of global civil society in a multipolar world?
- How can NGOs and social movements effectively engage with multiple centers of power?
- What challenges and opportunities lie ahead for global civil society?

Recognizing the pivotal role of global civil society in fostering a more just and equitable world order, we undertook this exploration with a sense of responsibility and commitment.

During this period, IfS proudly published several impactful reports and works, including:

- Hannah Arendt – Rethinking freedom. Dangers of self-destruction of democracies by Bruno Heidelberger
- The Whistleblower Protection Act (HinSchG) introduces new compliance requirements for corporate management by Oliver Bülchmann
- "Cooperation is worthwhile": Introduction to a basic idea of economic anthropology by Stefanie Nick-Magin

Additionally, we initiated a comprehensive series on the "Inclusivity Index," spearheaded by Ulrich Hemel. This framework sets the stage for forthcoming publications and research pieces on building a social strategy for the Global Civil Society. The IfS annual conference, themed "Humane Globalization," held on September 13, 2023, at the World Ethos Institute in Tübingen, showcased presentations by 8 distinguished speakers. The event delved into Sustainable Finances, the History of Welfare and Inequality, Inclusion/Exclusion of the Roma Minority, and perspectives on Globalization from Central Asia, Tanzania, Germany, and Romania. It also hosted 3 Podium Discussions on Humane Globalization from Political, Economic, and Multipolar Perspectives, reflecting a collaborative effort with the World Ethos Institute and the Research Institute for Philosophy Hannover.

In a thoughtful exploration of our future society and values, the Central Asia Exploration Webinar, titled "What Kind of Society Do We Want to Live In the Future?" took place on December 14, 2023. New members Valeriy Goncharov and Nurzat Koenig led this online event, gathering interested individuals from academia and civil society in Central Asia (Kazakhstan and Kyrgyzstan) and Georgia. The discussion encompassed various aspects, from sustainability to equality, aiming to shape our collective vision for the world we want to inhabit tomorrow.

In conclusion, these two years have been marked by intellectual rigor, insightful discussions, and a shared commitment to building a more inclusive and humane global society. We look forward to continued collaboration and progress in the years to come.



The Annual Report consists of:

**List of Publications 2023**

**IfS Annual Conference 2023: Science a part of the Global Civil Society**

**News in the IfS Team**

**Central Asia Exploration Webinar**



## List of Publications 2023

The following list of publications contains all publications at the IfS from 2023. The articles are sorted according to the research areas and the date of publication. In total, we published 11 posts in 2022.

In addition to the link, if available, the abstract is supplemented in German and English.

You can jump directly to the research areas on our website via the following list:

- [Global Civil Society \(Globale Zivilgesellschaft\)](#)
- [Digitalization and AI \(Digitalisierung & KI\)](#)
- [Economics \(Wirtschaft\)](#)
- [Reviews \(Rezensionen\)](#)

### **Global Civil Society (Globale Zivilgesellschaft)**

Heidelberger, Bruno: [Hannah Arendt – Freiheit neu denken. Teil 2](#) (20. Februar 2023)

In dem hier veröffentlichten zweiten Teil seines Artikels "Hannah Arendt – Freiheit neu denken. Gefahren der Selbstzerstörung von Demokratien", setzt sich Dr. Bruno Heidelberg ausführlich mit dem russischen Angriffskrieg auf die Ukraine und dem Versagen der deutschen Außenpolitik auseinander. Beginnend mit den fatalen Folgen der Annahme einer teleologischen Menschheitsentwicklung in positiver Richtung, zeichnet er in einem breiten Informationsblock die (Fehl-)Einschätzungen und Entwicklungen in Deutschland nach. Diese wurden durch Putin jäh beendet, als mit ihm die Gewalt als Mittel der Politik zurückkehrte. Dadurch erwiesen sich Arendts Bücher, wie "Ursprung und Elemente totaler Herrschaft" oder "Über die Revolution", als nach wie vor gültig. Wenn man die Freiheit als das Ziel der Politik und die Abwehr ihrer Gefährdungen nicht aus den Augen verlieren wolle, bleibe uns die Aufgabe, aus ihrem Denken heraus die für dieses Jahrhundert passenden Anwendungen zu gestalten. Mit Hannah Arendt könnten wir Freiheit neu denken, so Bruno Heidelberg und aus strategischen Fehlern, die beispielsweise auf einem rein ökonomischen Begriff von Politik beruhen, lernen.

In the second part of his article "Hannah Arendt – Rethinking freedom. Dangers of self-destruction of democracies" published here, Dr. Bruno Heidelberg deals in detail with the Russian war of aggression in Ukraine and the failure of German foreign policy. Beginning with the fatal consequences the assumption of a teleological development of mankind in a positive direction, he traces the (mis)assessments and developments in Germany in a broad block of information. These were abruptly ended by Putin when violence returned with him as a means of politics. Arendt's books proved themselves through this, such as "Origin and Elements of Total Domination" or "About the Revolution" as still valid. Thinking out how to design the applications that fit this century, with Hannah Arendt we could rethink freedom, says Bruno Heidelberg, and learn from strategic mistakes that are based, for example, on a purely economic concept of politics.

Wagner, Adolf: [Das Bargeld nicht dem Digitalen opfern!](#) (9. Juli 2023)

Bargeld im Besitz der Leute verkörpert ein Gefühl materieller Freiheit; und es sollte schon deshalb unbedingt erhalten bleiben. Ein verschiedentlich angeregter Übergang zu Digitalem ergäbe für die Bürger eine weitere Entfremdung von gesetzlichem Geld als einem „Geschöpf der Rechtsordnung“, eine Gefährdung durch Cyberkriminalität sowie eine Belastung des Systemvertrauens in die Marktwirtschaftliche Demokratie.

Cash in people's possession embodies a sense of material freedom; for this reason alone, it should be preserved at all costs. A switch to digital currency, as proposed by various parties, would further alienate citizens from legal tender as a "creature of the legal order," endanger them through cybercrime, and strain their trust in the system of market-based democracy.

Bülchmann, Oliver: [Das Hinweisgeberschutzgesetz \(HinSchG\) stellt neue Compliance-Anforderungen an die Unternehmensführung](#) (11. Juli 2023)

Das deutsche Hinweisgeberschutzgesetz (HinSchG) tritt am 2. Juli 2023 in Kraft. Am 12. Mai 2023 wurde das Gesetz vom Bundesrat verabschiedet, zuvor hatte es am 11. Mai bereits den Deutschen Bundestag nach einem langwierigen Abstimmungsprozess passiert. Der Beitrag gibt einen komprimierten Überblick über die wichtigsten Meilensteine bis zum Inkrafttreten des Gesetzes und nimmt eine Einordnung in ein umfassendes Compliance-Management-System vor. Darüber hinaus werden die wesentlichen, aus dem Gesetz für Unternehmen zukünftig geltenden, Anforderungen und mögliche Sanktionierungen bei Unterlassung benannt. Schließlich wird eine kritische Würdigung vorgenommen und die Ausführungen in einem Ausblick zusammengefasst. Das Gesetz wird in seiner Intention, zum grundsätzlichen Schutz von Hinweisgebern als begrüßenswert und richtig eingeordnet. Aus juristischer Perspektive, vor allem durch unklare Rechtsbegriffe, wird jedoch von zukünftigen schwierigen Umsetzungsproblemen ausgegangen. Abschließend wird das Spannungsfeld zwischen dem Bestreben nach Transparenz im demokratischen Miteinander und der Gefahr von subjektiven Eigeninteressen in Verbindung mit möglichem Denunziantentum beleuchtet.

The German Whistleblower Protection Act (HinSchG) will enter into force on 2nd July 2023. On 12 May 2023, the law was passed by the Bundesrat (upper house of the German parliament); before that, it had already passed the German Bundestag on 11 May after a lengthy voting process. The article provides a condensed overview of the most important milestones up to the law's entry into force and places them in a comprehensive compliance management system. In addition, the main requirements that will apply to companies in the future as a result of the law and possible sanctions for failure to comply are named. Finally, a critical appraisal is made and the explanations are summarised in an outlook. The intention of the law to fundamentally protect whistleblowers is seen as welcome and correct. However, from a legal perspective, especially due to unclear legal terms, it is assumed that there will be difficult implementation problems in the future. Finally, the tension between the desire for transparency in democratic coexistence and the danger of subjective self-interest in connection with possible denunciation is examined.

Nick-Magin, Stefanie: [„Kooperation lohnt sich“ – Einführung in einen Grundgedanken der Wirtschaftsanthropologie](#) (28. Dezember, 2023)

**In many cases, the starting point of today's global devastating crises is the failure of individuals or groups because of egoistic behaviour patterns and the loss of mutual trust, which is caused, if responsible individuals fail through irresponsibility, on the one hand, and – on the other hand – if those for whom they are responsible for, lose their trust in them. In the context of companies and organizations, an answer to this self-perpetuating system is the promotion of cooperation among employees. This can be achieved by developing a "zone of cooperation", in which a sense for fairness but also for a sportive performance principle is being fostered and also every member's contribution is being esteemed and zero-sum game-situations are being shunned. Regarding economics and economic life, economic anthropology renders an approach, by drafting a humanistic idea of man. It is a still young scientific discipline, with a very interdisciplinary, but also independent field, not only a subject area of economics. The essay ends with a description of the „Tübinger Concept of Cooperation“ as a newly developed**

**management and communication concept. It is an interdisciplinary syntheses of the scientific research on the topic of cooperation for practical implementation.**

### **Digitalization and AI (Digitalisierung & KI)**

Hemel, Ulrich: [Digitale Bildung, Datenethik und die Zukunft der Zivilgesellschaft](#) (Juli 2023)

### **Economics (Wirtschaft)**

Wagner, Adolf: [Vom Modell der Wirtschaft zum Glauben an das Funktionieren?](#) (12. Juli 2023)

Das gute Funktionieren der staatlich eingebundenen Wirtschaft (Nationalökonomie) für die Bürger, für staatliche Stellen und für befreundete Staaten kann nicht unmittelbar den Lehrbüchern entnommen oder pauschal einer weisen göttlichen Ordnung zugemutet werden. Es muss mit tausenderlei Anregungen und Erfahrungen von den wenigen Volkswirten erarbeitet werden, die sich mit menschlichem Spurenlesen und Spurendeuten befassen, und die neben dem einschlägigen Gelehrtenwissen auch über ökonometrische und wirtschaftsstatistische Kenntnisse und Fähigkeiten verfügen. Unerlässlich ist dabei zunächst eine Komplexitätsreduktion auf Makro-Modelle der Volkswirtschaft in Aggregatgrößen für beteiligte Gruppen. Dabei führt „beschränkte Rationalität“ mit stets bescheidenen Ausschnitten an „Allwissenheit“ zu alternativen und gleichermaßen bestandsfähigen Ergebnissen. Was mit lehrgeschichtlichen Etikettierungen aufgenommen wird (z. B. klassisch, keynesianisch, monetaristisch o. ä.) ist nicht zu verallgemeinern oder in die Zukunft zu projizieren. Ein turbulenter innovativer Strukturwandel moderner Nationalökonomien lässt vermuten, dass Stützbereiche mit langen Zeitreihen der Vergangenheit ihre Bedeutung verlieren. Der bislang von führenden Ökonomen praktizierte „naturwissenschaftliche Denkstil“ könnte sich bei der Suche nach dem „wahren Modell“ erschöpft haben.

Schendler, Jan: [Benötigt ein Startup einen Aufsichtsrat oder Beirat?](#) (19. September 2023)

**In Startup-Sachverhalten sind eine Unternehmersgesellschaft und eine GmbH im Gegensatz zur Aktiengesellschaft nicht gesetzlich verpflichtet, ein Überwachungsorgan wie einen Beirat oder Aufsichtsrat für die Geschäftsführung einzurichten.**

In diesem Kapitel wird erläutert, warum sich Gesellschafter von Startups freiwillig für die Einrichtung eines Beirats oder Aufsichtsrats (im Englischen auch „BOARD“ oder „ADVISORY BOARD“) entscheiden könnten. Obwohl die Begriffe Beirat und Aufsichtsrat häufig synonym verwendet

werden, ist in diesem Kontext der Begriff „Beirat“ passender.

Weyde, Carolina; Hemel, Ulrich; Harald, Link: [Anorganisches Wachstum durch Unternehmenstransaktionen in Organisationen des Bildungs- und Sozialsektors](#) (20. September 2023)

Sowohl in wissenschaftlichen Publikationen als auch in der Praxis besteht heutzutage Einigkeit darin, dass Unternehmenstransaktionen ein wichtiges Management-Werkzeug zur Weiterentwicklung auch von Organisationen des Bildungs- und Sozialsektors darstellen, um sich hierdurch an ein sich zunehmend rasch veränderndes Umfeld anzupassen. Allerdings werden in der Praxis eine größere Zahl der Käufe oder Verkäufe von Unternehmen oder Unternehmensteilen („M&A“, „Mergers & Acquisitions“) immer noch ohne professionellen Sachverstand durch einen M&A- bzw. Transaktionsberater durchgeführt. In dem folgenden Beitrag werden wichtige Schritte eines systematischen M&A-Prozesses skizziert, um dessen Erfolgchancen wesentlich zu verbessern.

Both in academic publications and in practice as well, nowadays it is broadly agreed upon, that corporate transactions represent a powerful management tool on the further development of organizations also in the educational and social industry, in order to meet new challenges and to adapt to a changing environment. However, in practice, a larger number of purchases or divestments of companies or business units („M&A“, „Mergers & Acquisitions“) are still conducted without any professional expert knowledge by an external M&A- advisor or transaction specialist. In the following article some important key steps of a professional M&A-process are outlined, in order to improving and increasing the chances of success.

Wagner, Adolf: [Ein Zwischenruf zu staatlichen Schuldenbremsen](#) (11. Dezember 2023)

### **Reviews (Rezension)**

Bülchmann, Oliver: [Niki Popper: „Ich simuliere nur“](#) (1. März, 2023)



## **IfS Annual Conference 2023: Science a part of the Global Civil Society**

The IfS annual conference, themed "Humane Globalization," convened on September 13, 2023, at the World Ethos Institute in Tübingen. The event featured presentations by 8 speakers and explored pertinent issues within the context of contemporary global crises, including wars, conflicts, and political opposition.

The conference addressed various dimensions of globalization, with discussions spanning Sustainable Finances, the History of Welfare and Inequality, and the Inclusion/Exclusion of the Roma Minority. Moreover, perspectives on globalization were examined from diverse geographical standpoints, including Central Asia, Tanzania, Germany, and Romania.

Additionally, the conference hosted three Podium Discussions on Humane Globalization from Political, Economic, and Multipolar Perspectives. These discussions fostered interdisciplinary dialogue and collaboration, reflecting the Institute's commitment to academic rigor and intellectual exchange.

In summary, the conference provided a scholarly forum to analyze and debate pressing issues in the face of global challenges. By bringing together experts from different fields and regions, the event contributed to a deeper understanding of globalization and its implications for contemporary society.

### *Description of the Conference:*

The "Humane Globalization" conference, organized by the World Ethos Institute, convened experts and stakeholders to explore the multifaceted dimensions of globalization in relation to human dignity. Held on September 13, 2023, the conference addressed pressing issues concerning the ethical, economic, social, and environmental aspects of globalization, offering diverse perspectives and insights into fostering a more equitable and sustainable global order. The conference thus was aiming at exploring the ethical and social challenges of globalization and fostering dialogue towards a more equitable and just world. Bringing together experts from diverse fields, the conference provided a rich tapestry of perspectives on various aspects of globalization. Key Themes and Discussions:

- **Exploitation and Human Dignity:** The opening keynote by Prof. Dr. Ulrich Hemel highlighted the exploitation of resources and people inherent in many aspects of globalization, urging a move towards responsible practices that prioritize human dignity and ethical considerations.
- **Global Responsibilities and Power Dynamics:** Panels explored the responsibilities of different actors in shaping a more dignified globalization, including corporations, governments, and civil society. Concerns regarding power imbalances and the need for inclusive decision-making were central to these discussions.
- **Sustainability and Ecological Justice:** Recognizing the environmental impact of globalization, the conference addressed sustainability challenges and the need for ecological justice. Discussions explored how environmental considerations can be integrated into economic and social development models.
- **Intergenerational and Intra-generational Justice:** The conference emphasized the importance of ensuring global development benefits all generations and communities fairly. Topics included promoting equitable access to resources and opportunities, and addressing the needs of marginalized groups. Examined the ethical implications of the global financial system and called for greater consideration of human rights.

Professor Dr. Jörg Baten (University of Tübingen): Provided insights into measuring welfare and assessing risks and opportunities associated with globalization.



Annette Widmann-Mauz (Staatsministerin a.D. and Bundestagsabgeordnete): Discussed human rights-based foreign policy and the challenges of balancing moral principles with geopolitical interests.

Nadja Greku (formerly World Bank / now ERIAC e.V.): Explored the challenges faced by the Roma minority and advocated for greater visibility and support for minority rights.

Nurzat König: Investigated the socio-economic and environmental implications of cryptocurrency mining in Kyrgyzstan.

Kerstin Schopp (International Center for Ethics in the Sciences, University of Tübingen): Examined sustainable agriculture practices in Tanzania and emphasized the need for holistic development strategies.

Prof. Dr. Jürgen Manemann (Director, Research Institute for Philosophy, Hannover): Advocated for a paradigm shift towards ecological sustainability and a reorientation of global priorities.

#### Key Outcomes and Future Directions:

- **Shared Framework for Action:** The conference fostered a shared understanding of the complexities and challenges of globalization, creating a foundation for further collaborative action.
- **Policy Recommendations:** Experts offered valuable policy recommendations to various stakeholders, urging them to prioritize human dignity, sustainability, and inclusivity in their approaches to globalization.
- **Continued Dialogue and Collaboration:** The conference highlighted the need for ongoing dialogue and collaboration among diverse actors to achieve a more ethical and just global system.

In conclusion, the "Menschenwürdige Globalisierung" conference provided a valuable platform for thought-provoking discussions and constructive engagement on critical issues surrounding globalization. By bringing together diverse perspectives and outlining potential pathways towards a more responsible and equitable future, the conference has contributed significantly to the advancement of a dignified globalization discourse.



## News in the IfS Team

### Strengthening the Institute

This year we gained two new volunteers for the Institute for Social Strategy. First, Nurzat Koenig took over the management of the IfS in October 2023. The former managing director Kristina Janackova remains associated with the institute as a volunteer employee. We would like to thank Kristina Janackova for the many years of successful cooperation and wish Kristina Janackova much success and good skills for her new tasks. Second, we have been joined by Prof. Dr. Valeriy Goncharov, who has been working as an active volunteer for the Institute for Social Strategy since autumn 2023.

Here we briefly introduce our new colleague to you:

Nurzat König (née Sultanalieva) took over the management of the Institute for Social Strategy in October 2023. She studied anthropology at the University of Tübingen, where she also submitted her doctoral thesis on cultural change and water management in Central Asia (currently Dr. des., the degree has not yet been awarded).

Her research interests lie primarily in the following areas: natural resource management, digital anthropology, human rights and cultural change in organizations. Before joining the Institute for Social Strategy, Nurzat worked as an activist in the area of LGBT rights in Kyrgyzstan and for women's rights organizations across Central Asia.

Valeriy Goncharov studied political science at the Moscow Pedagogical University and received his doctorate in 2009. After completing his studies, Valeriy Goncharov worked as a university lecturer and was involved in scientific research in the field of political education and e-learning. In 2019-2021 he was the head of the Academy of the National Agency for Skills Development of Russia, founded by the Russian Union of Industrialists and Entrepreneurs. Since 2021, Valeriy has been participating in research and projects in EU countries (namely the Leibniz Institute for Educational Media, Centro de Estudios sobre la Memoria Educativa, Centro de Estudios Interdisciplinarios).

His research interests include: digital education and the future of civil society, business process redesign in the field of further and higher education, civil society under sanctions.

### Central Asia Exploration Webinar

In a thoughtful exploration of our future society and values, the Central Asia Exploration Webinar, titled "What Kind of Society Do We Want to Live In the Future?" took place on December 14, 2023. New members Valeriy Goncharov and Nurzat Koenig led this online event, gathering interested individuals from academia and civil society in Central Asia (Kazakhstan and Kyrgyzstan) and Georgia. The discussion encompassed various aspects, from sustainability to equality, aiming to shape our collective vision for the world we want to inhabit tomorrow.

In conclusion, these two years have been marked by intellectual rigor, insightful discussions, and a shared commitment to building a more inclusive and humane global society. We look forward to continued collaboration and progress in the years to come.

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