Diplo turns 15

Celebrating 15 years of DiploFoundation and 25 years of research and training on Internet and diplomacy



IMPRESSUM

Diplo turns 15 - Celebrating 15 years of DiploFoundation and 25 years of research and training on Internet and diplomacy









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Malta

DiploFoundation Anutruf, Ground Floor Hriereb Street Msida, MSD 1675, Malta

Switzerland

DiploFoundation WMO Building 7bis, Avenue de la Paix CH-1202 Geneva, Switzerland

Serbia

Diplo Centar Branicevska 12a 11000 Belgrade, Serbia

E-mail: diplo@diplomacy.edu Website: www.diplomacy.edu

Text: Stephanie Borg Psaila, Hannah Slavik, Sorina Teleanu

Editing: Mary Murphy

Design and layout: Viktor Mijatović, Mina Mudrić, Aleksandar Nedeljkov



Table of contents

Foreword	3
Chapter 1. The pre-years	5
Chapter 2. The birth and growth of DiploFoundation	13
Chapter 3. Standing the test of time	31
Chapter 4. Our alumni	37
Chapter 5. Our faculty	41
Chapter 6. Our team	45
Chapter 7. Our partners	49



Foreword

Celebrating 15 years of DiploFoundation and 25 years of research and training on Internet and diplomacy

I started the year knowing that we were nearing another milestone. In November 2017, we celebrate 15 years of DiploFoundation, and 25 years of research and training in the fields of diplomacy and the Internet (at that time ICT).

Diplo's roots can be traced back to 1992 when we realised there was a need to merge ICT tools with diplomatic practice. Computers were quickly becoming important, and the world was changing fast. It meant that diplomacy also needed to adapt quickly to a new playing field.

In November 1992, with the help of the governments of Malta and Switzerland, the Unit for Computer Applications in Diplomacy was established at the Mediterranean Academy of Diplomatic Studies.

In November 2002, this Unit evolved into DiploFoundation, established by the governments of Malta and Switzerland, as a not-for-profit organisation.

Since then, Diplo has trained close to 6000 participants from 208 countries and territories in contemporary diplomacy, Internet governance and digital policy, humanitarian diplomacy, and many other areas.

Throughout this time, Diplo's mission has always been clear: to increase the role of small and developing states in global diplomacy; to improve global governance and international policy development; and to assist all actors in dealing with the fast-emerging policy field of Internet governance and digital policy.

We achieved our mission by training diplomats and practitioners, focusing on small and developing countries; by developing tools for e-participation in global governance; by offering postgraduate academic courses; and by publishing books and research on digital policy, e-diplomacy, online learning, e-participation, and more.

Fifteen years down the road, Diplo continues to look ahead. The need to adapt and innovate is more important than ever. The demand for training programmes and courses in subjects such as cybersecurity, digital commerce, and e-diplomacy demonstrate the necessity to remain current and relevant.

New courses and research on the impact of artificial intelligence, blockchains, and big data are about to be launched. In our agile approach to our work, we identify emerging issues and address them by using substantive research based on technology, law, economics, and political science. The key is to be on the cutting edge but not slide into the hype that new developments easily bring. This is part of Diplo's success and will continue to be the driving force that fuels our determination to move forward.

It is time to look ahead at the future of diplomacy by looking back at how we have dealt with innovation so far. It is time to celebrate the dedication of Diplo's team, faculty, alumni, collaborators, and friends. It is time to get together.

Dr Jovan Kurbalija

Director, DiploFoundation

DiploFoundation's timeline

This publication highlights key milestones in Diplo's evolution, and showcases main areas of work.

Visit the interactive timeline at www.diplomacy.edu/timeline

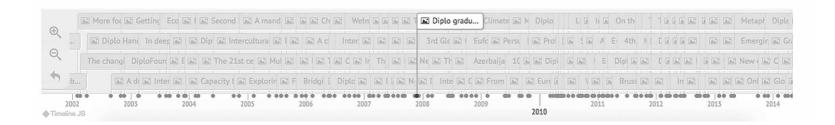


28 NOVEMBER 2007

DIPLO GRADUATES

The first eleven candidates to complete Diplo's Master in Contemporary Diplomacy graduated on Wednesday, 28th November 2007. The University of Malta graduation ceremony took place at the Church of the Jesuits in Valletta. The eleven students from ten different countries, wrote dissertations focusing on a diverse range of topics, including economic diplomacy, human rights, conflict resolution and peacemaking, virtual diplomacy, and development issues.





Chapter 1.

The pre-years

(1992 to 2002)



It was the early 1990s. The world was changing fast. Computers were quickly becoming important. Aware that diplomacy needed to adapt to the new playing field, the governments of Malta and Switzerland supported the establishment of the Unit for Computer Applications in Diplomacy at the Mediterranean Academy of Diplomatic Studies (1992). The Unit evolved into DiploProjects a few years later, and, in 2002, became DiploFoundation.

Over a period of ten years, the Unit/ DiploProjects launched a series of activities focused on the use of information and communications technologies – and especially the Internet – in diplomacy and diplomatic activities. Let's look at some highlights...

In the beginning | 1993-1994

In June 1993, the Unit for Computer Applications in Diplomacy, headed by Dr Jovan Kurbalija, delivered its first presentation on the use of computers in diplomacy, at the UN Meeting on Strengthening Foreign Ministries in Transition, in Malta.

In early January 1994, the Unit launched its first publication, *New Tools for Diplomats: Computer Applications in Diplomacy.* The Unit organised its first workshop on IT and diplomacy later that month, in co-operation with the UN Secretariat and Malta's Ministry of Foreign Affairs. The workshop became an annual event, and eventually evolved into the Postgraduate Diploma course on IT and Diplomacy.

UNITED NATIONS
MEETING
T STRENGTHENING
FOREIGN MINISTRIES
IN TRANSITION
MALTA
21-25 JUNE 1993
SELECTION OF THE NATION OF THE NAT

First presentation on IT and diplomacy, at the UN Meeting on Strengthening Foreign Ministries in Transition, Malta, 1993

Digital diplomacy picks up pace | 1995-1999

DiploProjects carried out research and delivered presentations on digital diplomacy and the use of the Internet in diplomacy at international events such as the 1997 Wilton Park Conference in the UK, the 1998 International Security Forum in Zurich, and the 1998 International Studies Association convention in Washington, DC.



DiploProjects participated in the International Security Forum, Zurich, 1998

First postgraduate academic course – cooperation with the University of Malta | 1999

In 1999, DiploProjects ran the first Postgraduate Diploma course on IT and Diplomacy, in cooperation with the University of Malta. Some 14 participants, from 9 countries around the world, attended this first course, offered through blended learning (a workshop in Malta followed by online learning). The course evolved into the Master in Contemporary Diplomacy, still offered by Diplo and the University of Malta today.



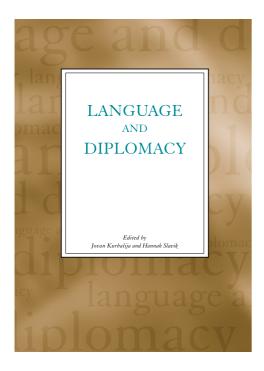
The first issue of *DiploNews* came out on 1 September 1999. The electronic newsletter was created to 'provide brief news items and relevant web links to the diplomatic community and those interested in the use of IT in diplomacy'.

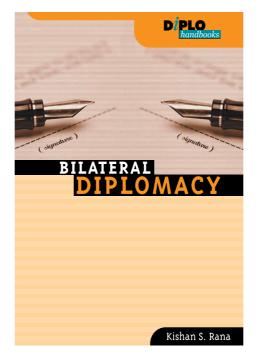
DiploNews has continued throughout the years, and it now has more than 330 issues.



Diplomacy in practice | 1999-2002

DiploProjects continued exploring the practical aspects of diplomacy. A series of conferences brought together experts to discuss various aspects of diplomacy (1999 and 2000 – Knowledge and Diplomacy; 2001 – Language and Diplomacy). The conferences were followed by the publication of conference papers. A new series of publications on practical diplomacy (the Diplo Handbooks) was launched in 2002, with Ambassador Kishan S. Rana's *Bilateral Diplomacy*.





Websites and public diplomacy | 2001-2002

The DiploProjects community addressed web-management in diplomacy, specific needs for diplomatic services, and the importance of websites in achieving efficient communications at two events held in Malta in 2001 and 2002: the International Conference on Web-Management in Diplomacy, and the Second International Conference on Web-Management in Diplomacy. A follow-up event was held in 2002 in Geneva – the Conference on Web-Management for International Organisations.



Chapter 2. The birth and growth of DiploFoundation

Main areas of work

Diplo becomes a reality

In November 2002, Ambassador Alexis Lautenberg, the Swiss representative in Malta, and Ambassador Abraham Borg, the Maltese representative in Switzerland, signed DiploFoundation's founding document at the Ministry of Foreign Affairs in Malta.

This marked the birth of DiploFoundation as a non-profit foundation dedicated to

- increasing the role of small and developing states in global diplomacy,
- improving global governance and international policy development, and
- assisting actors in dealing with the fast-emerging policy field of Internet governance and digital policy.

Over the past 15 years, Diplo has worked on achieving its mission through multiple activities, including courses and capacity development programmes, events, and research and publications.

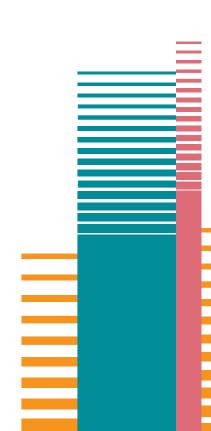


Amb. Lautenberg and Amb. Borg (seated, first and second from left) sign DiploFoundation's founding document, in Malta, on 20 November 2002

Capacity development programmes and courses

Diplo's work in the area of capacity development can be traced back to January 1994, when the first workshop on Computer Applications in Diplomacy was organised.

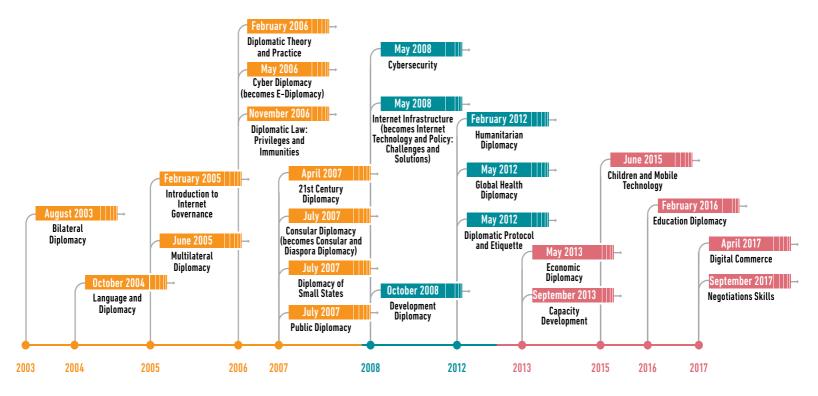
Since then, we have continuously expanded our offering, developing and delivering new courses and programmes on both traditional and new areas of diplomacy, such as public diplomacy, e-diplomacy, and Internet governance. Our capacity development approach, built over 25 years of experience, now includes online training, policy research, policy immersion, and the development of communities of practice.



Online courses: A look through history

Online courses form a core part of Diplo's work. From the first postgraduate blended learning programme in 1999, and the first standalone online course in 2003, Diplo's courses have evolved and expanded into a course catalogue of over 30 courses covering diplomacy, Internet governance, and digital policy.

The timeline shows ongoing online courses that Diplo is running as at 2017, and the date when they were launched.



Master in Contemporary Diplomacy programme – in cooperation with the University of Malta

In 2006, Diplo and the University of Malta, Department of International Relations, expanded the Postgraduate Diploma in IT and Diplomacy into the Master/Postgraduate Diploma in Contemporary Diplomacy.

In 2007, the University of Malta started to offer accreditation for individual courses (study units) offered by DiploFoundation, which could be studied outside of the Master in Contemporary Diplomacy and eventually applied towards this or another degree.

In 2013, Diplo and the University of Malta added an Internet governance specialisation option to the Master in Contemporary Diplomacy. Participants selecting this option attend online courses focused on Internet governance and write their dissertations on an Internet-governance-related topic.

The blended learning Master's programme includes a 10-day residential workshop in Malta, followed by 16–20 months of online study in areas such as diplomatic theory and practice, bilateral and multilateral diplomacy, public diplomacy, economic diplomacy, e-diplomacy, and more.



Regional and thematic perspectives

In line with its mission to increase the role of developing states in diplomacy and Internet governance, Diplo has, over the years, run various capacity development programmes with a regional or thematic focus. Here are some examples...

Programmes

- Roma Diplomacy (2005–2006), which led to the publication of Roma Diplomacy in 2007
- Internet Governance Capacity Building Programme (IGCBP) (2005–2017) offered in various formats, with different partners
- Capacity Development Programme in Multilateral Diplomacy for Pacific Islands (2013–2014)
- Asia-Europe Public Diplomacy Training Initiative (2014–2017)
- Cybersecurity for South-Eastern Europe (2016)
- Capacity Development in Multilateral Diplomacy for Africa, the Caribbean, and Pacific Islands (2016–2017)





In addition to delivering online programmes, Diplo faculty members travel around the world to deliver lectures, workshops, and training on specific issues in the fields of diplomacy and Internet governance. Our events, held in both developed and developing countries (identified by dots on the map), have been aligned with Diplo's objective of strengthening participation of state and non-state actors in international relations and policy processes.

Diplo and diplomacy

Diplo's work in diplomacy includes capacity development programmes, projects, events, publications, and online discussions, on many topics. The main areas of focus are highlighted in this section.

Other areas of capacity development focus, such as humanitarian diplomacy, multilateral diplomacy, and public diplomacy, are described in previous sections on capacity development. Diplo's work on Internet governance, which expanded significantly in recent years, is described in the next section.

Data diplomacy

Data diplomacy is a very recent area of focus. Our policy research, data policy seminars, and other activities related to data diplomacy focus on the impact of big data on diplomacy and international affairs.

- April 2017, Geneva: Data Diplomacy Mapping the Field
- October 2017, Geneva: Data Diplomacy Big Data for Foreign Policy

TECHNOLOGY

Developing standards, apps, and services for data management

Concerns:

Fragmentation of data space due to lack

Standardisation bodies (IETF, ISO, ITU, IEEE). Internet industry, software developers, academia...

ECONOMY

Use of data as the basis for the Internet business model

Concerns:

Loss of trust by users if data is shared with of data interoperability, limited access to data governments without legal constraints, increased privacy protection may reduce use of data and profit of Internet companies

Internet companies, business associations. trade policy community...

DATA GOVERNANCE

SECURITY

Use of data by governments for protection of national security and the fight against the crime

Too strong encryption of data by industry and user can limit access to data for security reasons

Security services, law enforcement agencies, Interpol, UNODC...

LAW AND HUMAN RIGHTS

Protection od privacy, jurisdiction in transboundary data cases

Concerns:

Mass surveillance, lack of protection of citizens' data due to limited jurisdiction

Civil society, UN Human Rights Council, courts, academia..

With origins in the small state of Malta, Diplo has always focussed on training, research, and capacity development related to the diplomacy of small states.

Diplomatic academy of small states

From the first Commonwealth course in 1996 until today, Diplo has been providing online training for small states, in particular small island states, in the Pacific, Caribbean, and Africa. For diplomatic services in small states, online training has been the only effective way to have continuous diplomatic training. Thus, Diplo is informally known as the 'diplomatic academy of small states'. Diplo has more than 500 alumni from almost 50 small states.

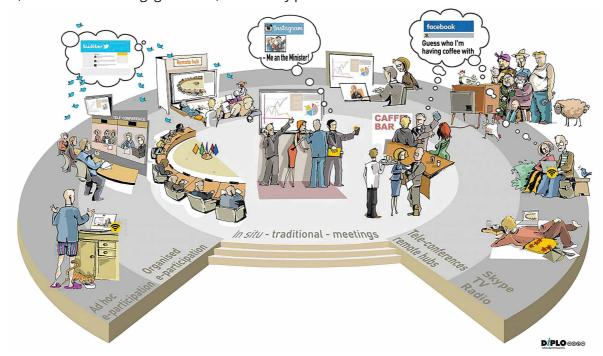
- February 2007, Malta: International Conference on the Diplomacy of Small States
- 2009: Strengthening Voices of Small and Developing Countries – 10 Years of Diplomatic Training (p)
- Annual workshops on Modern Diplomacy for Small States (2009–2015)
- Capacity Development Programme in Multilateral Diplomacy for Africa, the Caribbean, and Pacific Islands (2014–2017), with a focus on International Geneva



Students of the Capacity Development Programme in Multilateral Diplomacy for Pacific Islands attending a policy immersion programme in Geneva, 2014

E-diplomacy (also called cyber diplomacy, or digital diplomacy), has been a key area of our work for many years. We have addressed the impact of the Internet on diplomacy through research, courses, policy discussions, and publications.

- June 2010, Malta: International Conference on E-diplomacy
- November 2012, Malta: International Conference on Innovation in Diplomacy: Opportunities and Challenges in the Internet Era
- 2013: Twitter for Diplomats (Andreas Sandre) (p)
- January 2016, Geneva: Geneva Engage conference
- February 2017, Geneva: Geneva Engage Awards, followed by panel discussion



Language and diplomacy

It has often been said that language is not only an instrument of communication, but the very essence of diplomacy. Our exploration of language and related topics includes training courses, major conferences, and publications that are still considered a valuable resource today.

- January 2001, Malta: International Conference on Language and Diplomacy
- 2001: Language and Diplomacy (p)
- Intercultural communication
 - February 2003 & February 2004, Malta: International Conference on Intercultural Communication and Diplomacy
- 2003: Intercultural Communication and Diplomacy (p)
- Emerging Language of Internet Diplomacy project
- Diplomats as writers
 - 2007: Through the Diplomatic Looking Glass (Stefano Baldi) (p)
 - 2008: Le Bicorne et la Plume (Jacques Rial) (p)
- Persuasion in diplomacy
 - o 2013: Persuasion, the Essence of Diplomacy (p)



Earlier areas of focus

Our selection of focus areas has always been informed by the emergence of new policy topics on diplomatic agendas, the changing landscape of diplomatic practice brought about by the Internet, and the development of new tools for diplomats.

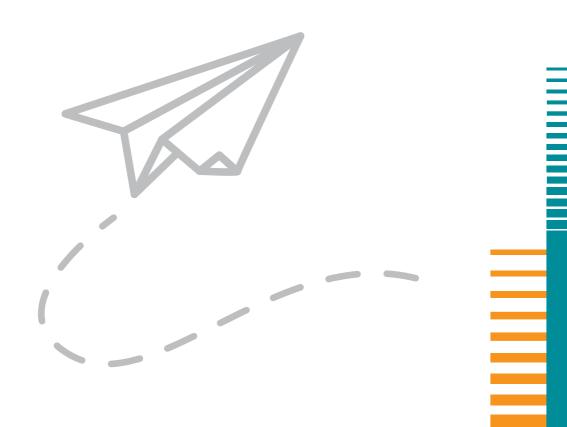
Some of our earlier areas of focus included **web-management for diplomacy** (1999–2002), **knowledge management** (1999–2000), **managing diplomatic networks** (2006–2007), **multistakeholder diplomacy** (2005–2009), and **climate change diplomacy** (2008–2011).

We organised international conferences, developed and ran online courses, published books (including collections of conference papers), initiated and facilitated online communities, produced illustrations, and implemented other innovative capacity development activities.



Diplo and Internet governance

Diplo has been involved in Internet governance (IG) processes ever since the term was defined. In 2003/2004, Dr Jovan Kurbalija was among the members of the Working Group on Internet Governance (WGIG), set up by UN Secretary General Kofi Annan, with the mandate to explore the future of IG. Our work in this area has continued ever since, and takes multiple forms.

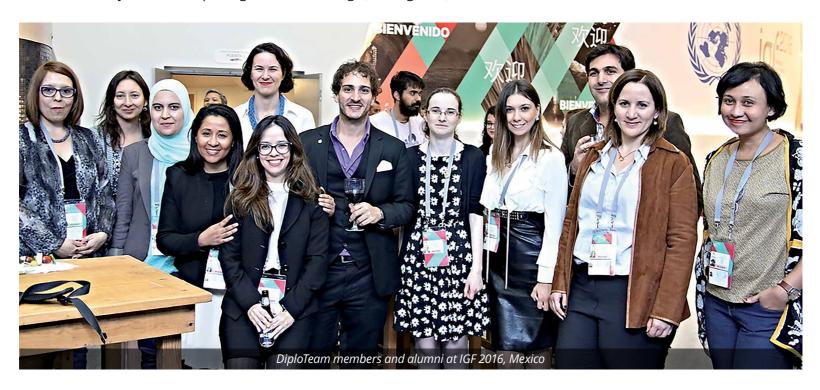


Contributing to the Internet Governance Forum (IGF)

Diplo has been an active contributor to the IGF processes since the Forum's first annual meeting, in 2006, through:

- Participation in IGF capacity development efforts
- Contribution to shaping various sessions in the programme of annual IGF meetings

- Membership of the Multistakeholder Advisory Group
 Support for remote/online participation efforts
 Provision of just-in-time reporting from IGF meetings (starting 2015)



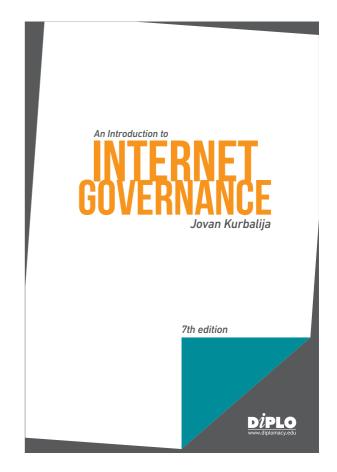
Key publications

An Introduction to Internet Governance

In November 2005, Diplo, in collaboration with the Global Knowledge Partnership, published a booklet titled *Internet governance: Issues, actors and divides*. This later evolved into the book *An Introduction to Internet Governance*, now at its seventh edition. The book, by Dr Jovan Kurbalija, offers a comprehensive overview of the main issues and actors in the field of IG. The text and approaches presented in the book have been used by Diplo and many universities as a basis for training courses and capacity development programmes in IG. The book has also been translated into several languages.

Other publications

- 2003: The Information Society Library booklets
- 2011: Emerging Leaders for the Digital World, Book of Abstracts
- 2014: Peacetime Regime for State Activities in Cyberspace
- 2015: Internet Governance Acronym Glossary
- 2016: Study on Cybersecurity Competence Building Trends



Geneva Internet Platform and GIP Digital Watch

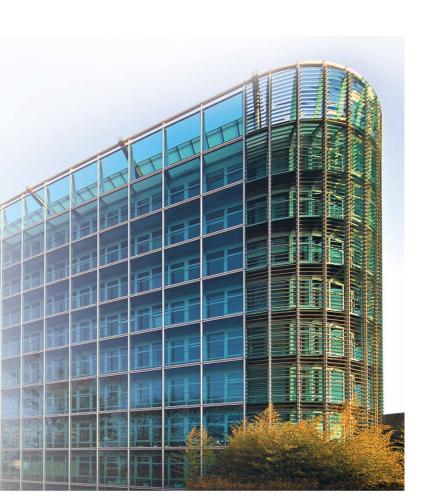
Since 2014, Diplo has been operating the Geneva Internet Platform (GIP), an initiative of the Swiss authorities, whose special focus is on assisting small and developing countries to meaningfully participate in IG processes. The GIP fulfills the mission of an observatory, a capacity-building centre, and a centre for discussion.

The GIP Digital Watch, an initiative run by the GIP and operated by Diplo, provides IG and digital policy practitioners with a tool allowing them to stay up to date with current information on digital policy issues, participants, and ongoing developments. It includes three pillars:

• The GIP Digital Watch observatory, launched in partnership with the Internet Society, provides a neutral one-stop shop for developments, overviews, events, resources, and other content related to IG and digital policy.

• The monthly *Geneva Digital Watch* newsletter.

 Monthly GIP briefings on IG (on the last Tuesday of every month, in Geneva and online).



Other initiatives in the field of Internet governance

29

1997 Development of the first IG taxonomy: Under regular development, the taxonomy currently

includes 43 issues clustered into 7 broad clusters: Infrastructure and Standardisation,

Security, Human Rights, Legal, Economic, Development, and Sociocultural.

∠ 2003–2005 Participation in the World Summit on the Information Society (WSIS) process.

February 2006, Malta Internet Governance: The Way Forward conference

∠ 2009–2011 ICT Policy and Internet Governance for Africa – Caribbean – Pacific programme

∠ May 2011, Belgrade Co-hosting the annual meeting of the European Dialogue on Internet Governance (EuroDIG)

November 2014, Geneva Geneva Internet Conference

April 2015, Malta
The Internet as a Global Public Resource conference
April 2016, Geneva
Technical Innovation for Digital Policy conference





Chapter 3.

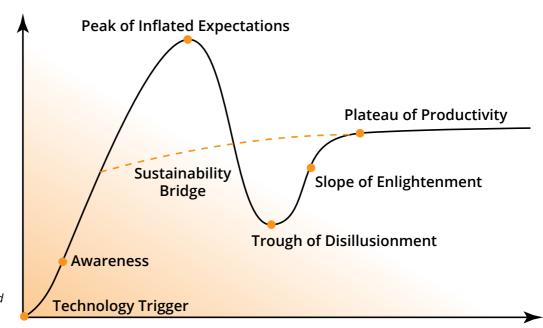
Standing the test of time

Innovation and hype

June 2006 ———	Diplo is granted Special Consultative Status with the UN Economic and Social Council (ECOSOC)
October 2009 —	Diplo is among the World e-Democracy Forum's 'Top 10 who are Changing the World of Internet and Politics'
February 2013 —	The Global Journal names Diplo among the Top 100 NGOs
March 2015 ———	Diplo joins the Global Network of Internet and Society Research Centers as an affiliate participant

Throughout the years, Diplo developed a tried-and-tested approach which emphasises early awareness about new technological developments and creates a sustainability bridge between the initial interest and hype for a new technology, and the plateau of productivity of mainstream adoption of such technology. This has allowed Diplo to streamline innovation into sustainable, practical, and useful tools.

In the early awareness phase, the key is to put new technological developments on the radar of institutions and policy makers, by explaining the basic functionalities of the technologies and possible future trends. In creating the sustainability bridge, the main focus is on dealing with hype and focusing on practical applications. In this phase, a wide range of tools are useful: statistics, evidence, innovative applications, pilot studies, etc.

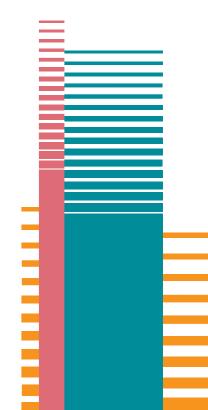


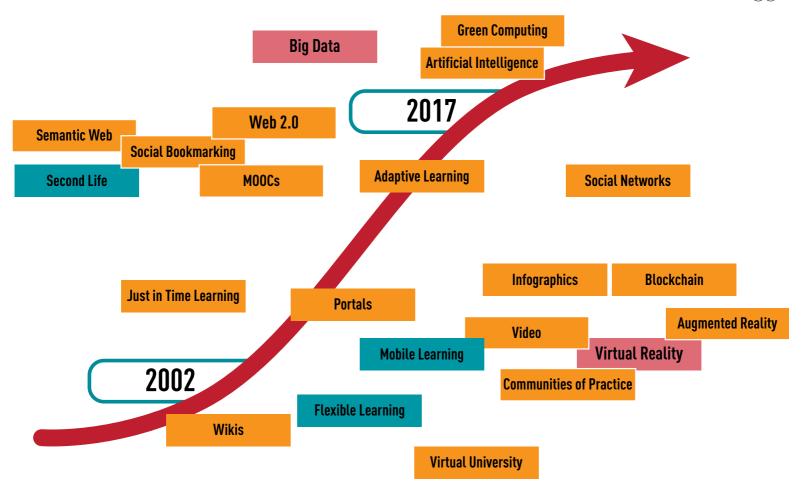
The Gartner Hype Cycle represents the maturity, adoption, and application of technology. Diplo managed to streamline innovation into sustainable, practical, and useful tools.

On the cutting edge of technology

Throughout the years, Diplo kept up with technological advancements, by integrating them in our activities, and adapting our work to reflect the ever evolving digital environment.

From our online learning platform (launched more than 15 years ago, and constantly upgraded thereafter), through the Diplomacy Island in the Second Life virtual community (2007), to extensive use of web tools and the granting of blockchain certificates, our journey through technology has been truly exciting. Our programmes and projects in the fields of diplomacy and IG have also been continuously enhanced and broadened to cover new and emerging areas (from Twitter diplomacy to cybersecurity, and from data diplomacy to artificial intelligence).



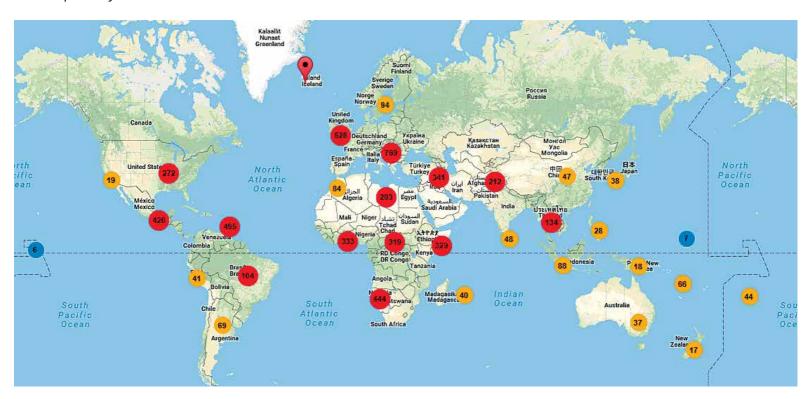


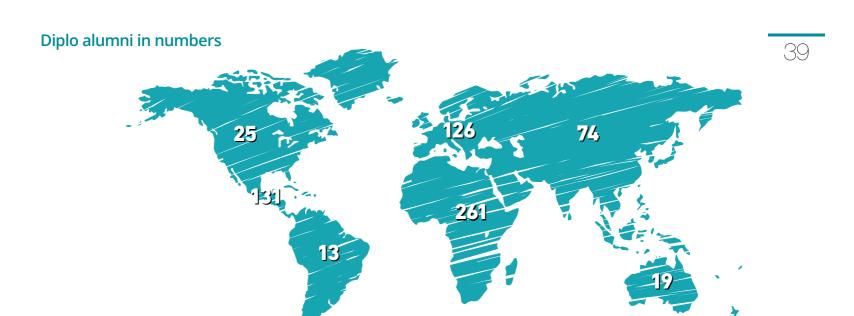


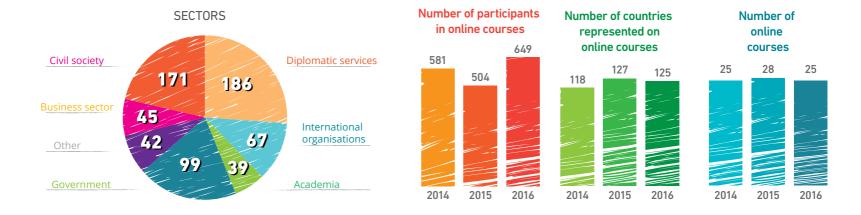
Chapter 4. Our alumni

Diplo has trained almost 6000 participants from over 200 countries and territories around the world, over the past 20 years. Alumni have studied a wide range of subjects, from contemporary diplomacy, to IG and digital policy, and humanitarian diplomacy.

Many Diplo alumni now hold prominent positions in government ministries, diplomatic missions, international organisations, and other institutions.







649 participants worldwide in 2016



Chapter 5. Our faculty

Faculty members

Diplo courses are taught by over 60 diplomats, academics, and other experts, who bring a wide range of experience and perspectives from all over the world.

Nadira Al Araj (Palestine)
Walid Al Saqaf (Yemen)
Amr Aljowaily (Egypt)
Mohamed Asim (Maldives)
Daniel Beaudoin (Israel)
G.R. Berridge (UK)
Stephanie Borg Psaila (Malta)
Victor Camilleri (Malta)
Aapo Cederberg (Finland)
Natalia Chaban (New Zealand)
Bipul Chatterjee (India)
Pete Cranston (UK)
Solange Cross (Trinidad and Tobago)
Rafik Dammak (Tunisia)

Dejan Dinčić (Switzerland)

Petru Dumitriu (Romania)

Haraldur Egilsson (Iceland)

Stefanie Frey (Switzerland)

Giorgio Ferrario (Italy)

Alan Franklin (Canada)

Avri Doria (USA)

Biljana Glišović Milić (Serbia) Tracy Hackshaw (Trinidad and Tobago) Dominique Hempel Rodas (Switzerland) Richard Hill (Switzerland) Katharina Höne (Germany) Tereza Horejsova (Czech Řepublic) Marion Jansen (Switzerland) Milan Jazbec (Slovenia) Rashid Kaukab (Switzerland) Carol Kiangura (Kenva) Mihály Kökény (Hungary) Jovan Kurbalija (Switzerland) Christopher Lamb (Australia) Graham Lister (UK) Marilia Maciel (Brazil) Phoebe Farag Mikhail (Egypt) lean-Michel Monod (Switzerland) Mary Murphy (Ireland) Valeriu Nicolae (Romania) Virginia Paque (United States)

Liz Galvez (UK)

Jenny Pearson (Cambodia) Ian Peter (Australia) Roxana Radu (Romania) Vladimir Radunović (Serbia) Kishan Rana (India) Barbara Rosen Jacobson (Netherlands) Paramjit S. Sahai (India) Alex Sceberras Trigona (Malta) Biljana Scott (UK) Marie Sicat (Switzerland) Andrej Škrinjarić (Serbia) Tore Svenning (Norway) Patrick Tabone (Malta) Sorina Teleanu (Romania) Olaph Terribile (Malta) Nadia Theuma (Malta) Michaela Told (Switzerland) Tatiana Tropina (Russia) Ibrahim Uvais (Maldives)



Chapter 6. Our team

Diplo administrators, staff, and associates are a dynamic and diverse team, consisting of highly experienced diplomats, academics, learning specialists, and computer programmers. Diplo operates from three offices (Malta, Switzerland, and

Board of administrators

Dietrich Kappeler – Honorary President of DiploFoundation Diplo Senior Fellow and former Director, Mediterranean Academy of Diplomatic Studies, Malta

Victor Camilleri - President

Ambassador and Executive Director, Ministry for European Affairs, Malta – Programming and Training Presidency of the Council of the EU 2017

Theodor Winkler – Vice-President Ambassador and former Director of the Geneva Centre for the Democratic Control of Armed Forces (DCAF)

Saviour F. Borg

Ambassador and former Permanent Representative of Malta to the UN

Isabelle Calleja Ragonesi

Senior Lecturer, International Relations, Faculty of Arts, University of Malta

Maud Dlomo

Ambassador of South Africa to Madagascar

Jovan Kurbalija – Secretary of the Board Director of DiploFoundation and Head of the Geneva Internet Platform Serbia), but the majority of staff and associates work online, spread worldwide from the Pacific Islands to Latin America. Our approach is multidisciplinary and each of our staff members is involved in a number of activities.

Senior management team

Jovan Kurbalija – Founding Director Hannah Slavik – Educational Programmes Director Tereza Horejsova – Project Development Director Stephanie Borg Psaila – Digital Policy Director

Senior fellows

Geoff Berridge, Emeritus Professor of International Politics, University of Leicester

Petru Dumitriu, United Nations Joint Inspection Unit **Liz Galvez**, former senior British diplomat

Lee Hibbard, Internet Governance Coordinator, Council of Europe **Christopher Lamb**, former Australian Ambassador and Humanitarian Diplomacy Head, International Federation of Red Cross and Red Crescent Societies (IFRC)

Aldo Matteucci, former Deputy Secretary General of EFTA **Laurence Pope**, former US Ambassador and Political Advisor to C-in-C Central Command

Kishan Rana, *Professor Emeritus and former Indian ambassador* **Biljana Scott**, *Associate of the China Centre, University of Oxford* **Alex Sceberras Trigona**, *Special Envoy to the Prime Minister of Malta*

Robert Aquilina, Finance Manager

Miodrag Badnjar, Media Developer Online Courses

Patrick Borg, Master/PGD in Contemporary Diplomacy Coordinator; Malta Office Head

Jelena Dinčić, Communications Assistant

Katharina Höne, Project Manager Online Learning and Publications; Research Associate

Diplomacy and Global Governance

Jelena Jakovljević, Web Manager and Designer

Arvin Kamberi, Multimedia Coordinator

Rade Kotur, Online Programmes Assistant

Nikola Krstić, *Chief Information Officer (CIO)*

Shita Laksmi, Project Manager, Asia

Marco Lotti, Project Assistant

Marília Maciel, Digital Policy Senior Researcher

Dragana Markovski, Online Programmes Assistant

Darija Medić, Web and Software Programmer

Viktor Mijatović, Publications Designer

Mina Mudrić, Publications Manager

Aleksandar Nedeljkov, Publications Designer

Tanja Nikolić, Course Admissions Coordinator

Aye Mya Nyein, Assistant Data Analyst

Virginia (Ginger) Paque, Internet Governance and E-diplomacy Programmes

Roxana Radu, GIP Manager, Internet Governance Associate

Vladimir Radunović, Cybersecurity and E-diplomacy Programmes

Carmelo P. Romano, Clever Solutions Ltd, IT Support

Barbara Rosen Jacobson, Programme Manager

Andrej Škrinjarić, Online Programmes Coordinator

Sorina Teleanu, Digital Policy Senior Researcher

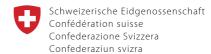
Vladimir Veljašević, *Illustrator*

Milica Virijević Konstantinović, Belgrade Office Head; Travel and Workshop Coordinator



Chapter 7. Our partners





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