

ANNUAL REPORT 2016





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1. Introduction

Dear friends, colleagues, supporters,

I am pleased to report on a very positive and encouraging wrap-up of 2016. It was a crucial year for DiploFoundation (Diplo), marked by three main achievements.

First, Diplo stabilised its funding situation, which is the reward of years of hard work, relationship building with key donors, and dedication in providing cutting-edge quality products and services to the community, with an innovative and creative touch.

Second, Diplo's capacity development programmes, online courses, and other training opportunities continued to grow to reach an alumni of more than 5400, covering 200 countries and territories around the globe. Many of our course participants are returning alumni members, which pleases us a lot.

Third, the Geneva Internet Platform (GIP), Diplo's biggest project, has considerably increased its impact in Geneva and globally. The *GIP Digital Watch* online observatory,

accompanied by monthly briefings and newsletters, has earned further recognition and become a reference point for neutral reporting and coverage of global digital policy developments.

Today, Diplo is among the few organisations with a proven track record of over 20 years of capacity development, training, and research activities in the digital field. As a trusted and neutral organisation, Diplo is well placed to address the increasing relevance of digital policy issues for international affairs.

We hope our partners will continue to place their trust in us and work together with us in the coming years. We would also like to mention our special appreciation for the long years of support and trust from the governments of Switzerland and Malta, Diplo's founding countries.

Thank you for your interest and support.



Dr Jovan Kurbalija
Director, DiploFoundation
Head, Geneva Internet Platform

2. Diplo in Numbers

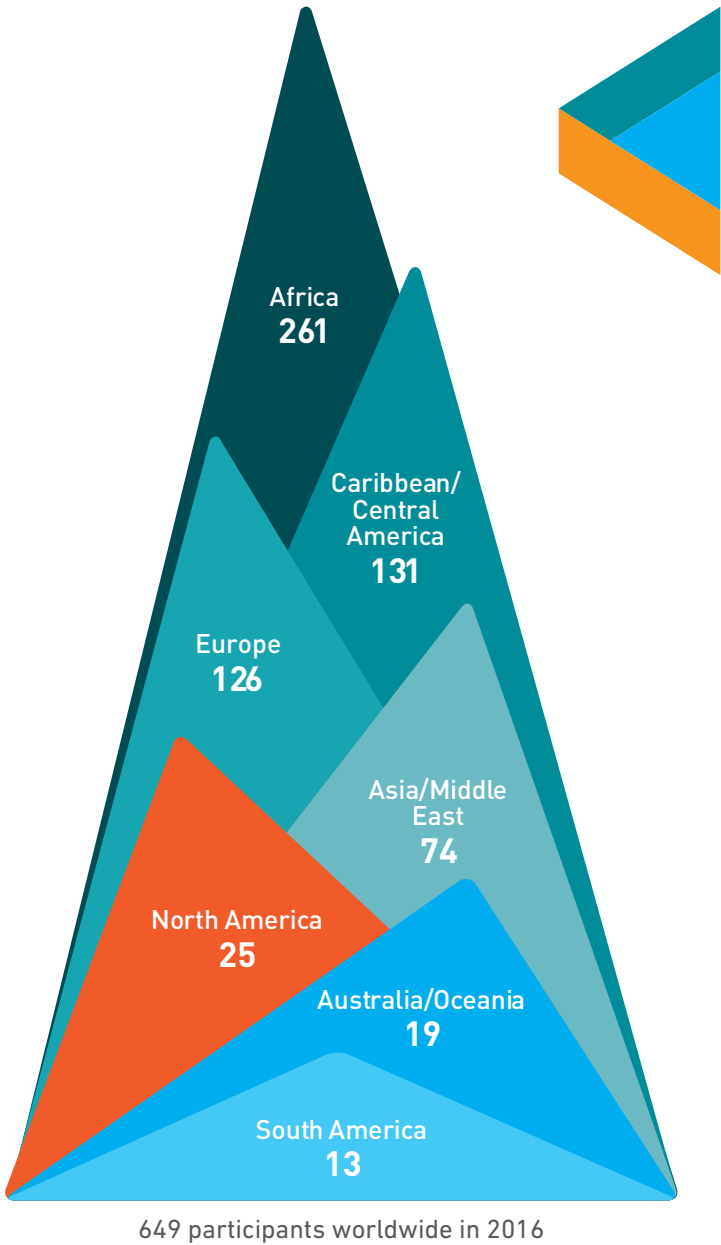
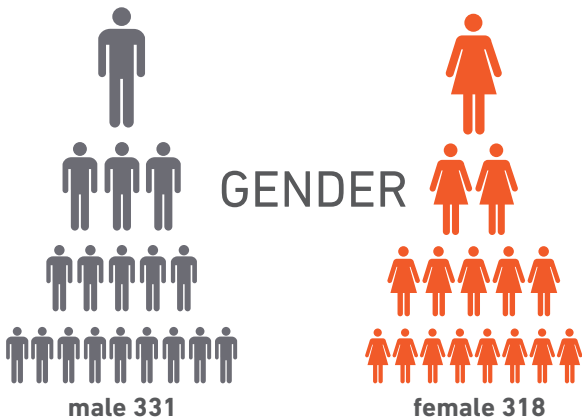
Number of participants in online courses



Number of countries represented in online courses



Number of online courses



37,338 online hyperlink entries were made (i.e., comments made by course participants on the texts provided in the online classroom)



3. Leading Capacity Development Projects

Diplo's core activities in 2016 revolved around the following projects: Online courses and the Master in Contemporary Diplomacy programme, the Geneva Internet Platform, the Internet Research Fair, Capacity Development for the Participation of Small and Developing Countries in Global

Policy Processes, the Capacity Development Programme in Multilateral Diplomacy for Africa, the Caribbean, and Pacific Islands (CD Multi), and the Managing Alternatives for Privacy, Property and Internet Governance (MAPPING) initiative.

3.1 Online courses and Master in Contemporary Diplomacy

Diplo offers an extensive menu of online courses on diplomacy and Internet governance aimed at diplomats and others working in the field of international relations (civil servants, staff of international and non-governmental organisations (NGOs), academics, journalists, etc). Diplo's courses are offered through four different modes of study:

1. As certificate courses [\[link\]](#) (participants enrol with Diplo and receive a certificate from Diplo on successful completion).

Certificate courses

In Diplo's interactive online courses, [\[link\]](#) participants learn in small groups of 12 to 25, led by an expert lecturer or lecturing team. Learning takes place in an online classroom where participants find course readings, learning activities, assignments, and tools for online learning. Each week, participants read and discuss the lecture text for that week, adding comments, questions, arguments, references, and other contributions using hypertext entries. Lecturers and other participants read and respond to these entries, creating interaction based on the text. During the week, participants complete additional online activities (e.g. further discussion via blogs or forums, quizzes, group tasks, simulations, or short assignments). At the end of the week, participants and lecturers meet online in a chat room to discuss the week's topic. Courses require a minimum of five to seven hours of study time per week.

In 2016, Diplo offered twelve courses with a diplomacy focus:

- 21st Century Diplomacy
- Bilateral Diplomacy
- Consular and Diaspora Diplomacy
- Development Diplomacy
- Diplomacy of Small States
- Diplomatic Law: Privileges and Immunities
- Diplomatic Theory and Practice
- E-diplomacy
- Economic Diplomacy

2. As University of Malta accredited courses [\[link\]](#) (participants enrol at the University of Malta and receive ECTS credits).
3. As part of the Master/Postgraduate Diploma in Contemporary Diplomacy [\[link\]](#) offered in cooperation with the University of Malta.
4. As part of the Advanced Diploma in Internet Governance [\[link\]](#) (for courses with an Internet governance focus) – offered for the first time in 2016.

- Language and Diplomacy
- Multilateral Diplomacy
- Public Diplomacy

and three with an Internet governance focus:

- Cybersecurity
- Internet Technology and Policy: Challenges and Solutions
- Introduction to Internet Governance.

An additional session of the Introduction to Internet Governance online course was co-organised with the Geneva Internet Platform for staff of Geneva-based permanent missions and civil society organisations. This course, described in more detail in [Section 3.2.2](#), used a blended learning format combining online learning with weekly face-to-face meetings.

As in previous years, some course participants registered directly, while others were enrolled by their ministries of foreign affairs (MFAs).

Further online courses and capacity development programmes were offered as part of specific projects or through cooperation with various partners, and these are described in [Section 4](#) of this report.



Master/Postgraduate Diploma in Contemporary Diplomacy

The Master/Postgraduate Diploma (PGD) in Contemporary Diplomacy, offered in cooperation with the **University of Malta**, is a 16–20 month-long blended learning programme involving a residential workshop in Malta, attending online courses, and writing a Master's dissertation. Participants in this programme have the option to select a **specialisation in Internet governance**, attending several required courses and writing their dissertations on Internet governance-related topics.

In 2016, 18 participants – diplomats and other international relations professionals – were accepted to the Master/PGD in Contemporary Diplomacy. Seven of these selected the Internet governance specialisation. With the support of the government of Malta, Diplo offered partial scholarships (ranging from 20% to 50% reduction in programme fees) to 12 participants from countries in Africa, Asia, the Caribbean, and the Pacific. Table 1 shows the geographical distribution of participants.

Following the blended-learning approach, participants began the programme by attending a 10-day workshop in Malta which focused on building practical skills for diplomacy, in areas such as language and influence, diplomatic protocol

Table 1: Geographical distribution of Master/PGD 2016 participants

Africa	7
Asia Pacific	2
Europe	4
North America	5

and etiquette, Internet governance, e-diplomacy, negotiation, public diplomacy, and public speaking. Participants were also introduced to the online classroom and brushed up on their academic study skills.

During the online learning phase, participants selected and completed five courses from Diplo's catalogue. At this point, they were eligible to obtain the PGD in Contemporary Diplomacy or to begin writing their Master's dissertations (in the second year of the programme). Dissertation work involves individual research and writing, in close contact

Table 2: 2016 Master's degree candidates and research topics

Name	Country	Dissertation title
Andrea Giallombardo	Malta	The Development of Multilateral Diplomacy and its Fundamental Role in Global Security and Progression
Kamilia Kamilia	Indonesia	Internet as a Medium for Cultural and Public Diplomacy in Peace Building: Indonesia case study
Natalia Enciso Benitez	Paraguay	Evolution of the Internet Governance ecosystem in Paraguay and the benefits of establishing the debate using a multi-stakeholder model
Philip John Perinchief	Bermuda	In search of the most sustainable and coherent diplomatic approaches to addressing the fundamental challenges Small Island States perennially face in an uncertain world of hegemonic giants
Ryan Francis Gener	Philippines	Economic diplomacy as impetus for Philippine domestic reforms: theory, evidence, and recommendations
Hlatshwayo Sandile Lelfred	Swaziland	African Union's capacity in providing an African solution to an African problem: The case of the African Union Mission in Somalia (AMISOM)



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with a supervisor. Candidates are expected to prepare and submit a 25 000-word dissertation over a period of five months (full time) or nine months (part time). In 2016, six participants who had started the Master/PGD programme in 2015 began to write their dissertations. One of the candidates who started writing his dissertation in 2016 submitted his work and graduated in 2016; the remaining five are

currently finalising their dissertations or waiting for examination results and will graduate in November 2017, if their dissertations are approved.

In November 2016, the University of Malta awarded the Master in Contemporary Diplomacy to eight candidates who began dissertation work in 2015 or early 2016.



Participants during the Master/PGD 2016 workshop, 1–10 February 2016, Malta

Advanced Diploma in Internet Governance

The Advanced Diploma in Internet Governance [E](#) is a new qualification offered for the first time in 2016 with the aim of recognising the achievements of participants who successfully complete three or more online courses on Internet

Governance-related topics within a two-year period. During 2016, several participants worked towards receiving this diploma. The first diplomas will be awarded in early 2017.

Partners for online learning

Our key partners in 2016 for online learning were the government of Malta, the Instituto Matías Romero of the Mexican Ministry of Foreign Affairs, and the government of Switzerland.

In 2016, the **government of Malta** allocated funds to support scholarships for applicants from developing countries to attend Diplo courses:

- *Through the Small States Fellowship* programme, some 42 participants from the Bahamas, Barbados, Jamaica, St Lucia, St Kitts and Nevis, Samoa, and Trinidad and Tobago attended various courses throughout 2016.

- The *Malta scholarships* offered full or partial support to 49 participants from 32 developing countries to attend various online courses.
- Twelve participants — from Zimbabwe, Sri Lanka, Tonga, Ethiopia, St Lucia, Mozambique, Kosovo, Lesotho, Dominican Republic, and Morocco — were supported through partial scholarships to attend the Master/Postgraduate Diploma in Contemporary Diplomacy.

The funding from the government of Malta also supported updates and improvements to online course materials, and maintaining the technology infrastructure to support online learning.

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Diplo's cooperation with the Instituto Matias Romero (IMR) of the Mexican Ministry of Foreign Affairs is based on the 9 December 2015 memorandum of understanding between Mexico, Malta, and Switzerland on diplomatic training. This cooperation was initiated by IMR and Diplo some 12 years ago. Since that time, more than 400 diplomats from Mexico

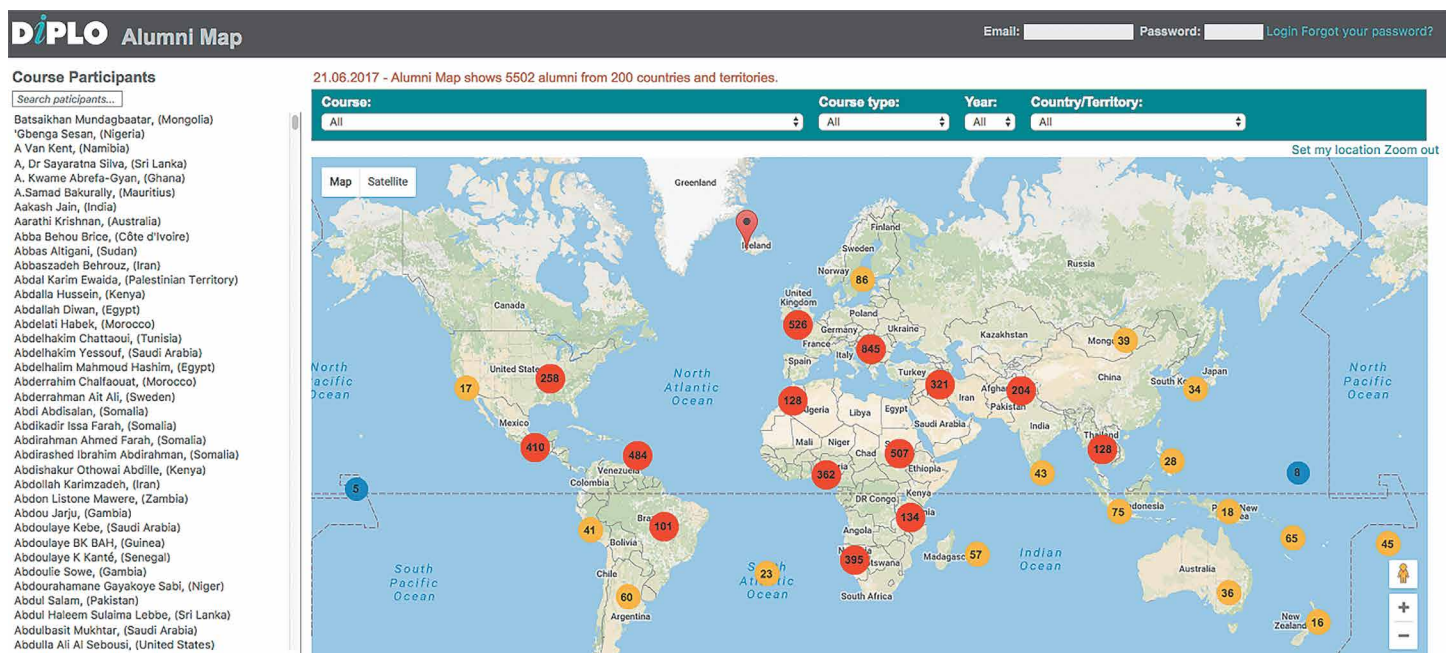
have been engaged in Diplo's online training courses. In 2016, the IMR enrolled 62 participants in Diplo's online courses.

For details of Government of Switzerland-funded online learning activities, refer to Sections 3.2, 3.4, and 3.5.

Alumni

Diplo's alumni network continued to grow in 2016, reaching about 5400 members by the end of the year. Diplo engages with the alumni network regularly, keeping them up-to-date with activities, projects, study opportunities, new publications, and more. In 2016, Diplo launched the alumni hub, aimed at supporting alumni research, work,

and achievements. Alumni members were invited to contribute articles for publication on Diplo's blog, based on their research and professional experience. The alumni hub features the interactive alumni map, which encourages networking by allowing alumni to keep their profile and details up-to-date.



The interactive alumni map

New online classroom

In 2016, we worked intensively on updating and upgrading Diplo's learning management system (the LMS, more commonly known as the online classroom). The aim was to offer an upgraded online classroom with better technical functionality, a more up-to-date user interface, and full mobile accessibility. These improvements translate into better

functionality for Diplo's participants, greater convenience, and an improved user-experience which should strengthen the learning and knowledge-sharing processes that Diplo encourages through its courses. The new classroom was pilot tested in November and December 2016 and launched in January 2017.



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The screenshot shows the Diplo online classroom interface. At the top, the Diplo logo and the date '26 Apr 6:39 GMT' are visible. The course title 'Diplomatic Theory and Practice 1702' is prominently displayed. Below the title, there are 143 hypertext entries. The main content area shows a definition of diplomacy: 'Diplomacy is the management of international relations...'. Below this, there are three numbered points elaborating on the concept. Two discussion pop-ups are overlaid on the right side of the page. The first pop-up, titled 'Digital Diplomacy', discusses the impact of technology on diplomacy. The second pop-up, titled 'Digital diplomacy', mentions a link from Paulina about telephone diplomacy.

Course text and discussion in Diplo's new online classroom

Communications

To reach our target audiences, Diplo promotes the Master/Postgraduate Diploma in Contemporary Diplomacy and online courses via multiple channels. It is essential that each course has a sufficient number of participants, from diverse countries and professional groups, to ensure a stimulating and informative exchange of experiences and views.

Information about upcoming courses is shared using Diplo's Facebook page¹ and Twitter account (@diplomacyedu). It is disseminated in each issue of *DiploNews* (Diplo's bimonthly e-mail newsletter that reaches 4200 people), through messages to our alumni e-mail list (4200 members), and through a specific e-mail list for information on courses (3500 subscribers).

In 2016, in addition to online communications, Diplo designed a new format for printed course leaflets, which were disseminated at relevant events. Diplo also printed a leaflet and poster for the Master in Contemporary Diplomacy; these materials were sent to MFAs worldwide and were disseminated at relevant events.

However, our most effective method of promoting courses remains our alumni network. A large number of new participants come to us through alumni recommendations. Therefore, one of the surest methods of course promotion

The image shows a sample of a Diplo course leaflet. At the top, the Diplo logo and website URL are visible. The course title 'Diplomatic Theory and Practice' is prominently displayed. Below the title, there is a brief description of the course: 'Why do we need diplomats? Diplomats are members of a profession developed over many centuries. But why do we still need them in a world transformed by electronic communications? This course examines the nature of diplomacy, when it is appropriate, the advantages and disadvantages of different diplomatic methods, and the lexicon of diplomacy.' Below this, there is a list of course topics: Negotiations and diplomatic momentum, Telecommunications, Bilateral diplomacy, Multilateral diplomacy, Mediation, and Summary. A quote from Kathleen Nina Tupou, Assistant Secretary, Palace Office Tonga, is included: 'Diplo's Diplomatic Theory and Practice course is truly a MUST for any newcomer or professional diplomat who is in need of polishing or refreshing their knowledge on the basics of diplomacy in the modern world. Personally, I found the course of great benefit because it gave me the opportunity to apply theory to reality by exploring how different aspects of diplomacy are practiced on a daily basis and to learn to recognize such theories at first glance. It is indeed one of the most insightful, dynamic and interactive courses I have ever taken, a real eye opener.' Below the quote, there is a section titled 'How does the course work?' which describes the course as a 10-week long online course. At the bottom, there is a section titled 'Who should apply?' which lists the target audience: Practising diplomats, civil servants, and others working in international relations or related fields; Postgraduate students of diplomacy, international relations, and other relevant fields; Staff of international and non-governmental organisations, journalists, translators, business people and others who wish to learn about diplomacy-related topics. Contact information for admissions is provided at the bottom: 'To find out more about Diplo courses and to apply, please visit <http://www.diplo.edu/courses> or contact admissions@diplo.edu'.

New course leaflets

is ensuring a positive learning experience for each course participant.

Diplo's communication channels and initiatives are described in more detail in Section 5.3 of this report.



3.2 Geneva Internet Platform

The Geneva Internet Platform (GIP) is an initiative supported by the Swiss authorities and operated by Diplo. In 2016, the project completed its third year of operation.

The GIP set the following objectives at the beginning of its operations in 2014:

- Provide a neutral and inclusive space for digital policy debates, accepted by the majority of global actors as a place where different views can be voiced.
- Strengthen the participation of small and developing countries in Geneva-based digital policy processes.
- Support activities of Geneva-based Internet governance and information and communication technology (ICT) institutions and initiatives, in particular the Internet Governance Forum (IGF).
- Facilitate research for an evidence-based, multidisciplinary digital policy approach beyond existing policy silos (e.g. technology, security, human rights).

- Provide tools and methods for *in situ* and online engagement that could be used by other policy spaces in International Geneva and worldwide (e.g. health, migration, trade).

Since participating in Internet governance processes presents a challenge due to its decentralised, dynamic, and complex nature, in 2015, Diplo and the GIP launched the *Digital Watch* initiative. With its three pillars (an online observatory, briefings, and newsletters), the initiative provides a solution for practitioners of Internet governance and digital policy, especially diplomats working in the field, and communities from developing countries.

In addition, the GIP embarked on several just-in-time reporting initiatives in 2016, which enhance the initiative's ability to provide the latest information on digital policy discussions.

3.2.1 GIP Digital Watch observatory

The *GIP Digital Watch* online observatory, launched in September 2015, is a comprehensive Internet governance and digital policy observatory. The platform provides a neutral one-stop shop for live developments, overviews and explanatory texts, events, resources, and other content related to Internet governance and digital policy. It draws from the strengths of its partners' assets: the resources Diplo has developed over the last 15 years, the GIP's international reach, and the Internet Society's network of Chapters that help shape localised content.

The observatory

- maintains a comprehensive live summary of the latest developments in digital policy.
- provides an overview of issues, actors, and ongoing processes.
- maintains an up-to-date calendar of events, with upcoming and past events mapped thoroughly.
- provides access to the latest research and data on Internet policy.
- enriches content by quantitative research (e.g. data-mining of open data, topic profiling, and visualisation of data).
- supports the just-in-time reporting initiatives through dedicated interactive pages.

In 2016, several improvements were made to the *GIP Digital Watch* online observatory:

- A new Resources section, [link](#) which includes reports, publications, book reviews, and other content relevant for digital policy practitioners.
- Improvements to the Actors section, [link](#) including updated descriptions with a stronger link to their work in digital policy, and an outreach exercise to seek the actors' input on the descriptors.
- A section dedicated to Ongoing Consultations, [link](#) which gathers public calls for input from the IG community on various digital policy areas.
- New process pages for policy developments (e.g. ICANN's new gTLD Program [link](#)), and new pages for trending topics (e.g. the impact of augmented reality on digital policy, [link](#) and the positions of the US Presidential candidates on different policy areas [link](#)).
- The development and integration of data visualisations which map different policy areas (e.g. membership of the UN Group of Governmental Experts [link](#)), therefore providing additional qualitative and quantitative analysis and further enriching the content.



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Expanding the team

In order to support to increasing number of activities and initiatives, the team behind the observatory welcomed 20 assistant curators – professionals involved in digital policy in their respective regions – who joined the team after successfully completing two months of intensive training. The training included webinars and assignments designed to

help trainees get acquainted with the platform, assess the relevance of digital policy developments, and understand the neutral stance adopted by the observatory, among other elements.

Assistant curators are involved in ad hoc research tasks and event reporting, taking advantage of their presence at various Internet governance meetings globally.

3.2.2 Courses on digital policy

Just-in-time Course on Internet governance

In January 2016, the GIP – in partnership with Diplo – launched the third Just-in-time Course on Internet Governance. Fifteen participants from thirteen countries, representing Geneva-based permanent missions and civil society, read and discussed weekly texts covering key topics in Internet governance in an online learning environment and applied this knowledge to current events in the Internet governance world during weekly face-to-face course meetings and ongoing Internet governance meetings. The blended learning format of this course, combining online learning with weekly face-to-face meetings, proved to be an optimal combination for busy Geneva-based diplomats. The graduation took place in Geneva on 27 April.[🔗](#)

The course benefited diplomats who follow Internet governance and other Internet-related policy fields (e.g.

telecommunications, human rights, cybersecurity, trade). While improving their knowledge of Internet governance, participants gained practical skills and knowledge to effectively participate in current related processes.

How Computers Really Work: Outsmart your smartphone!

The four-week face-to-face course[🔗](#) on the fundamentals of computer science was organised by Diplo and the GIP in November 2016. The course provided participants with an in-depth practical understanding of the key concepts that enabled the development of computers and that are behind the digital devices we use today (including smart phones and various connected devices). Such an understanding can prove useful in developing digital policies and provides an excellent basis for deepening participants' general knowledge of computers and applications, or for specialising in a particular aspect of the digital ecosystem.



Participants of the third Just-in-time Course on Internet Governance with faculty members.



3.2.3 Briefings in Internet governance and digital policy

Monthly briefings on Internet governance take place on the last Tuesday of every month. They are delivered live in Geneva, and broadcast online. Recordings and digests for each briefing were then shared with the online digital policy community.



In situ participants during an Internet governance briefing

In 2016, local hubs in Brazil, Indonesia, Tunisia, and South Eastern Europe, were established with the aim of encouraging



The Indonesian hub participating remotely in an Internet governance briefing

sustainable discussions in local communities, and to share regional perspectives during the monthly briefings.

In addition, face-to-face briefings were organised for ambassadors and diplomats. On 7 September, the GIP and Diplo welcomed Geneva-based Ambassadors who had recently presented their credentials in Geneva, for a briefing on digital policy. A second briefing for diplomatic staff was organised on 20 September.

3.2.4 The Geneva Digital Watch newsletter

The *Geneva Digital Watch* newsletter, published by the GIP/ Diplo as part of the *GIP Digital Watch* initiative, includes a round-up of developments and trends for each month, features and articles on various digital policy areas, and a just-for-fun section related to a topical policy issue. The newsletter complements the *GIP Digital Watch* observatory and the monthly GIP briefings on Internet governance.

In 2016, 10 issues were published. Around 150–300 printed copies per issue were distributed during Internet governance briefings, Geneva events, and other events in Malta and Belgrade. Printed copies were also distributed at other digital policy events which the team travelled to. Each issue was additionally downloaded hundreds of times, and further shared with Diplo online course participants and alumni.





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3.2.5 Just-in-time reporting initiatives

The global digital policy calendar is packed with events, including conferences, public meetings, high-level meetings, and other events that may shape the policy process. The *GIP Digital Watch* observatory provided just-in-time reporting from select Internet governance events, with the aim of helping stakeholders follow the discussions, explore the issues and aspects in depth, and catch up with parallel sessions, workshops, and events. In addition, the initiative helped bridge existing gaps in terms of participation, and helped overcome barriers created by policy silos.

In 2016, the initiative involved reporting from the WSIS Forum, [EuroDIG](#), [ICANN55](#), and the ITU Council working group meetings, as well as from the WTO Public Forum and the IGF.

The observatory also provided just-in-time reports from other events, such as national or regional IGFs, and short events.

3.2.6 Other events and activities

The GIP organised other events and activities throughout the year:

- The conference on Technical Innovation for Digital Policy, in collaboration with University of Geneva, ETH, and Diplo, brought together leading Internet innovators and policy experts, on 25 April, to discuss technical innovation and potential solutions to critical areas affecting Internet users worldwide. Recordings and presentations were made available after the event.
- The GIP and Diplo hosted a session on Engaging digital actors – fostering effective digital policy – monitoring digital governance during the WSIS Forum on 2 May. Panellists included Dr Jovan Kurbalija, Constance Bommelaer, Senior Director of Global Internet Policy, Internet Society; Tomas Lamanauskas, Group Director Public Policy, VipelCom; Miguel Candia Ibarra, First Secretary, Permanent Mission of Paraguay to the UN; and Jean-Henry Morin, Institute for Information Service Science, University of Geneva.
- On 4 May, the GIP and ICANN organised an open discussion on Ensuring Civil Society's Voice is Heard in ICANN. The discussion, held in Geneva, brought together experts involved in ICANN processes, and newcomers to the process, for an interactive session on the potentials and limitations of civil society engagement.
- The session, Inclusive Digital Trade and Sustainable Development: Exploring Creative Solutions and Ways Forward, was organised by the GIP and Diplo as part of the 2016 World Trade Organization (WTO) Public Forum, in September.



A seminar organised for College of Europe professors and students to International Geneva



- A two-hour luncheon debate – *Towards a secure cyberspace via regional co-operation* – was hosted by Diplo and organised by the Federal Department of Foreign Affairs of Switzerland in cooperation with the GIP, on 9 December. The debate discussed a study on the same topic, prepared on the occasion of the second meeting of the 2016/2017 United Nations Group of Governmental Experts on Developments in the Field of Information and Telecommunications in the Context of International Security (GGE). More details about the event are available in [Section 4.2.5](#), and the study in [Section 5.1.3](#). See [Section 4.2.8](#) for more events and activities.
- On the occasion of the visit of the College of Europe professors and students to International Geneva, the GIP

and the College of Europe (CoE), with the support of the Republic and Canton of Geneva, organised a seminar on 23 February 2016 in Geneva: Cybersecurity and Digital Challenges for Europe — The Role of International Geneva. [The event introduced CoE students to cybersecurity and digital issues](#) (with a main focus on Geneva-related processes), encouraging discussion on Europe and digital challenges, and providing a space for networking among CoE professors/students and diplomats/officials from International Geneva involved in digital issues.

[See Section 4.2.8 for more events and activities.](#)

3.2.7 Communicating the GIP's activities and initiatives

In 2016, Diplo and the GIP used a number of channels to communicate the GIP's activities and initiatives. These included:

- Promoting the GIP at workshops, conferences, and other events where Diplo and the GIP were invited to participate ([Sections 3.2.6 and 4.2](#)).
- Developing online campaigns to increase the visibility of Diplo and the GIP. This included coordinated campaigns

around events and milestones, and regular e-mail outreach with the GIP and Diplo communities.

- Ensuring more strategic use of social media channels. The GIP's Twitter account enjoyed an increase of 600 followers, to a total of 1300 by December 2016; on Facebook, the number of 'likes' on the GIP's page increased from 430 in December 2015 to 740 by the end of 2016; the number of subscribers to the GIP mailing list also increased from 800 to over 1200.

3.2.8 Internet Research Fair

Between 29 February and 2 March, Diplo and the GIP organised the Internet Research Fair [in Amsterdam](#), in cooperation with Amsterdam University College (AUC) and The Network Institute. The fair aimed at spreading awareness about the

Internet as a topic and method for research, particularly in the social sciences and humanities. As the Internet is becoming increasingly central to society, interdisciplinary research is needed to uncover the complex effects of the Internet on issues ranging from health, humanities, sociology, and economics to psychology, environmental sciences, politics, and international relations.

The Internet Research Fair consisted of a poster exhibition, two evening lectures, and an Internet and Society Day.

The poster exhibition was for the full duration of the fair in AUC's hall on the effects of the Internet on the fields of economics, environmental sciences, health, humanities, law, political science, psychology, and sociology. [The poster exhibition was for the full duration of the fair in AUC's hall on the effects of the Internet on the fields of economics, environmental sciences, health, humanities, law, political science, psychology, and sociology.](#)

The two evening lectures were with Dr Erinc Salor (Lecturer on New Media, AUC) on the *Sum of all knowledge: Wikipedia and the encyclopedic urge* (29 February), and Dr Evangelos



Students at the Internet Research Fair discussing the exhibits



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Kanoulas (Assistant Professor of Informatics, University of Amsterdam) on *Socially responsible search engines* (1 March).

The Internet and Society Day (2 March) consisted of:

- A High-level opening panel with Dr Jovan Kurbalija, Prof. Dr Murray Pratt (Dean of AUC), and Prof. Dr Frank van Harmelen (Director of The Network Institute).
- A panel on *Internet and Scientific Research* with Dr Wouter van Atteveldt (Assistant Professor, Department

of Communication Science, VU), Prof. Dr Sally Wyatt (Professor of Digital Cultures in Development, Maastricht University); Prof. Dr Peter van den Besselaar (Professor of Organisation and Dynamics of Science, VU).

- A panel on *Internet & the Role of the Academy* with Simone Groothuis (Content innovation manager, Elsevier Labs); Dr Ir Bart Verheggen (Lecturer, Climate Change and Communication Sciences, AUC); Jona Lendering (Historian and Founder of Livius Onderwijs); Dr Lora Aroyo (Associate Professor of Computer Science, VU).

3.3

Capacity Development for the Participation of Small and Developing Countries in Global Policy Processes

The Capacity Development for the Participation of Small and Developing Countries in Global Policy Processes project is supported by the Swiss Agency for Development and Cooperation (SDC). It is a three year project running from 2016 to 2018.

This project was conceptualised in the sense of a learning partnership benefitting both partners equally. This partnership constitutes an innovative arrangement with win-win outcomes for both partners.

During the three years of the project, Diplo is focusing on knowledge management. In its various forms, knowledge management is a cornerstone of the implementation of Agenda 2030 for Sustainable Development. [The project](#) supports innovative practices and tools to facilitate the use of knowledge and experience in implementation of Agenda 2030, including online learning, e-participation, and multimedia reporting.

The main focus is on learning through the exchange of knowledge, and institutional learning practices, which can take two forms: explicit learning and knowledge-sharing

(part of project design); and tacit learning, developed through the smart use of new technologies. The project serves as a catalytic space for identifying and promoting good practices and innovative approaches for sharing knowledge and experiences.

The activities encompassed in the project are organised around three main themes: online learning, e-participation, and multimedia reporting. Within each thematic area, activities take place on three levels:

1. Core research and development of practices and tools by Diplo CreativeLab, including Diplo's online classroom. Core research refers to the research Diplo does (in fields like software development, data, pedagogy, etc.) in order to ensure full functionality and maintain its cutting-edge approach.
2. Research, awareness-building, expert updates, and knowledge exchange to support the activities of Diplo, SDC, and partner organisations.
3. Specific activities and projects for SDC (e.g. organising events, developing online courses, multimedia reporting).



3.4

Capacity Development Programme in Multilateral Diplomacy for Africa, the Caribbean, and Pacific Islands (CD Multi)

Small states with limited geographical, human, and financial resources face the challenge of doing more with less: they need to employ all available methods to increase their representation, including networks, alliances, and information technology tools. In addition, diplomats from small and remote states often lack the experience and exposure to Geneva-based institutions and processes that would allow them to ensure that the interests of their nations are well represented.

Small states, especially geographically remote Pacific, Caribbean, and African nations, strongly depend on international law and order. The effective presence of such states in International Geneva is vital for their social and economic development, as Geneva is the main governance hub for issues such as trade, climate change, health, and migration.

The Capacity Development Programme in Multilateral Diplomacy for Africa, the Caribbean, and Pacific Islands (CD Multi), a 20-month programme supported by the government of Switzerland, aims to strengthen the capacity of small Pacific, Caribbean, and African states to participate more dynamically in multilateral diplomacy in general, and in Geneva-related activities in particular, which should as a consequence lead to opening up or strengthening their permanent representation to the United Nations in Geneva.

This programme

- increases the capacity of the selected states to participate efficiently and effectively in multilateral diplomacy.

- strengthens functional links between participating states and International Geneva.
- helps the participating states make effective use of e-tools in order to overcome geographical, financial, and human resource limitations.
- makes participants from the selected states aware of the importance of the activities and decisions being taken or implemented in Geneva.

In 2013 and 2014, Diplo implemented a Capacity Development Programme in Multilateral Diplomacy for Pacific Islands (CD Pacific [\[link\]](#)). The current project, **CD Multi**, builds on the success and experience of CD Pacific with four areas of follow-up activities:

1. Follow-up activities for CD Pacific alumni, including a travel fund for preparation of tailored trips to Geneva for UN meetings.
2. New runs of an online course and policy research on multilateral diplomacy designed for Caribbean countries, and another online course and policy research designed for African countries, with a focus on those without permanent representation to the UN and other international organisations in Geneva.
3. A travel fund for successful participants of the abovementioned programmes, which would enable preparation of tailored trips to Geneva UN events.



4. Partnerships and Policy Dialogues

In addition to core projects, in 2016 Diplo continued its collaboration with members of the MAPPING Consortium, and partnered with several other organisations and institutions to organise online and face-to-face training, conferences, and other events. Diplo also continued to organise online

webinars, which have now become an established series, and participated in several events to share knowledge and expertise in key areas such as digital diplomacy and cybersecurity.

4.1 Managing Alternatives for Privacy, Property and Internet Governance (MAPPING)

The MAPPING project [was](#) launched in 2014 to create an all-round and joined-up understanding of the many and varied economic, social, legal, and ethical aspects of the recent developments on the Internet. It also explores the consequences of these developments for the individual and society at large, focusing in particular on three complementary and interlinked problem areas: Intellectual Property Rights, Privacy, and Internet Governance.

Diplo is a partner member of the MAPPING consortium. [MAPPING](#) is co-financed by the 7th Framework Programme of the European Commission. The project commenced in March 2014 and is scheduled to run until February 2018.

In 2016, Diplo participated at the Second General Assembly in Prague, Czech Republic, which took place 31 October – 2 November 2016. [Diplo](#)

4.2 Partnerships for capacity development and online training

4.2.1 Education diplomacy with the Association for Childhood Education International (ACEI)

Diplo has been working with the Center for Education Diplomacy [of](#) the Association for Childhood Education International (ACEI), based in Washington, DC, since 2014. The partners have developed and offered an introductory online course on education diplomacy, and cooperated on a number of other activities. Plans for the future include the development of a course on negotiation skills for education diplomacy.

The online course on Education Diplomacy [was](#) offered twice in 2016, in the spring and in the autumn, to an international

group of around 20 education diplomacy practitioners each time. The course included weekly readings, online discussion, and short weekly assignments to help participants apply course concepts to their own environments. Diplo staff member Dr Katharina Höne was engaged as the lead course author and course lecturer, while ACEI and Diplo staff members provided feedback and suggestions on the content and pedagogical approach. For the second session of the course, Phoebe Farag joined the lecturing team and also provided case studies and a new module text.



The Education Diplomacy course opened my eyes to the roles of both state and non state actors in promoting the advancement of the education sector. The openness with which participants from different parts of the globe shared during the chat rooms made it more impactful and meaningful to our everyday work at the community level and still be globally relevant. My knowledge about the soft skills of negotiation, mediation, and collaborating was greatly deepened.

Adefunke Edine, Deputy Director (Research and Innovation), Tai Solarin University of Education, Ijagun, Ogun State, Nigeria

On 9 November 2016, in the context of Geneva Peace Week, the partners co-organised a session on Education Diplomacy: Creating Sustainable Pathways to Peace. [This](#)

event highlighted the importance of education as a transformational driver for peace and the ways in which different stakeholders can contribute to this process.



4.2.2 Online training on Capacity Development with the Learning Network for Capacity Development (LenCD) and the African Capacity Building Foundation (ACBF)

In early 2016, Diplo and the African Capacity Building Foundation (ACBF) signed an agreement for cooperation in the field of capacity development. As a first step, the two organisations agreed to run two sessions of the Diplo/LenCD online course on Capacity Development in 2016 for ACBF staff members.

The two course sessions were delivered in spring and autumn 2016, with a total of 57 participants joining the training. Each week, participants read course materials, discussed them using hypertext entries, and joined a one-hour chat session to further discuss some of the key issues from the week. Participants also completed short assignments which required them to apply course learning to their own working environments (or future plans). The course was facilitated by Jenny Pearson and Carol Kiangura, and a number of high-level guest experts joined class discussions, bringing additional practical experience and expertise into the classroom. Successful participants received course certificates issued by Diplo, LenCD, and ACBF as well as

electronic certificates which they can share with others via a permanent link.



Certificates ceremony at ACBF

4.2.3 Cybersecurity for South-Eastern Europe with the Geneva Centre for the Democratic Control of Armed Forces (DCAF)

Cyberspace has become an essential component of modern society. However, the merits of the open Internet are accompanied by risks which need to be approached comprehensively and systematically through the cooperation of all stakeholders. Many countries have adopted national cybersecurity strategies and related legislation, taking into account both security and freedoms, and have set up national mechanisms for response to cyber-incidents, involving government as well as the corporate, academic, and NGO sectors. Some have declared 'cyber' as the fifth military domain, and have set up defensive and offensive cyber-commands within their armies.

South-eastern Europe (SEE), and especially the western Balkans, is lagging behind. To address this gap, Diplo developed and offered an online course, CyberSecurity for

South-Eastern Europe, in cooperation with the Geneva Centre for the Democratic Control of Armed Forces (DCAF) and with the support of the Federal Department of Foreign Affairs FDFA of Switzerland. The course was offered within the Cybersecurity Capacity Building and Research Programme for South-Eastern Europe.

The course aimed to increase cybersecurity capacities of public institutions and the private and civil sectors in SEE through providing policy training aimed in particular at young officials and professionals. Through developing the capacities of individuals, the course aimed to drive a shift in public policies and encourage cooperation among countries and stakeholders. The course was delivered from 26 February to 21 April 2016 to a group of 30 participants.



It's an excellent course, enjoyable, informative, engaging, and very authoritative. This course develops the knowledge and skills needed to master the core concepts in cyber security. The lectures and complementary reading material were extremely useful. The most valuable part of the course was learning from the contributions of other students.

Valbona Zavalani, Head of IT & Security Department, MFA of the Republic of Albania



Partnerships and Policy Dialogues

4.2.4 Asia-Europe Public Diplomacy Training Initiative with the Asia-Europe Foundation (ASEF) and the National Centre for Research on Europe – University of Canterbury

The Asia-Europe Public Diplomacy Training Initiative was established in 2013 by Diplo, the Asia-Europe Foundation (ASEF) and the National Centre for Research on Europe – University of Canterbury to promote and facilitate skills training for diplomats and civil society actors. The aim of the initiative is to improve public diplomacy efforts between the countries of the Asia-Europe Meeting (ASEM) process. The project is supported by the Federal Department of Foreign Affairs of Switzerland and ASEF.

The initiative involves a 10-week long online training course and 3-day face-to-face training workshops. Training materials were developed by a panel of experts of public diplomacy and perceptions, drawn from the three partner institutions. Each event (course or workshop) gathers early-career diplomats and civil society actors from Asian and European countries to learn together, facilitated by experts on public diplomacy and perceptions.

The 2016 session of the online course started in April, with 30 participants from 12 European and 10 Asian countries. Each week of the course, participants worked through course materials consisting of a text covering the weekly topic, and in some cases, optional supplementary readings. The module texts served as a basis for class discussion each week, and were complemented by participants' comments, questions, experiences, and examples from their practice that added depth and relevance to the learning process. The texts included links to relevant resources, and reflection questions to help participants understand and apply their knowledge. The reflection questions also provided the basis for short weekly writing assignments.

The 2016 face-to-face training was held in December, in The Hague. Diplo contributed with a training session on e-diplomacy.



Public Diplomacy is everyone's business. It is an art of winning hearts and minds and a natural way to share and care for a prosperous, peaceful and healthy society. The Diplo-Foundation course on Public Diplomacy was a life changing and innovative program for me to learn winning heart and minds, learning and sharing new dynamics in public diplomacy, connecting people across Asia-Europe and building a new network of change agents and public diplomats passionate for a just and peaceful society in the world.

Mohsin Khan, Program Specialist, Korea International Cooperation Agency, Ministry of Foreign Affairs, Republic of Korea

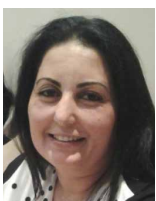
4.2.5 Internet Governance in the Middle East and North Africa (MENA) region with Hivos – IGMENA

In 2016, Diplo worked with Hivos IGMENA for the fourth year to offer the capacity development programme Internet Governance in the MENA Region, combining online learning, Hivos fellowships to the Arab IGF, and community building. The programme offers a solid foundation for Internet governance professionals from the Middle East and North Africa (MENA) region to enter the global Internet governance processes with confidence and competence.

In 2016, a total of 75 participants from 13 countries (selected from over 240 applicants) took part in the online course

which started in June. They were divided into three online classrooms, and spent eight weeks exploring and discussing Internet governance issues under the guidance of expert tutors. Many of the participants were supported by Hivos to attend the Arab IGF in the autumn.

Diplo took part in other HIVOS events in 2016, by contributing speakers (Dr Tereza Horejsova), and joining discussions to help shape the IGMENA programme continuation (Ms Barbara Rosen Jacobson).



This online course was relevant, very interesting and informative. The interaction between attendees was amazing: we learnt from the course and from each other. Moreover it was very beneficial to me in my work. In fact, working in the Government and having a technical background, it was essential to me to understand that internet is not only a technical and government issue, it's beyond that. The global aspect of internet makes it a multistakeholder community issue shaped with technology and policies with full respect to human rights.

Wafa Dahmani, Senior Engineer, head of Internet Resources Department, ATI (Tunisian Internet Agency, Tunisia)



4.2.6 Introduction to Internet Governance in Africa, with the New Partnership for Africa's Development (NEPAD Agency) and the Association for Progressive Communications (APC)

Diplo was invited by the New Partnership for Africa's Development (NEPAD Agency) and the Association for Progressive Communications (APC) to offer a three-week online preparatory phase to the fourth African School on Internet Governance (AfriSIG), held in Durban, South Africa. The online course, which started in September 2016, introduced the concept and topics of Internet governance, and

provided a survey of Internet governance actors, with the aim to ensure that all participants would have a basic level of knowledge before attending AfriSIG. Guided by Diplo-trained facilitator Judy Okite, the 43 participants studied course materials, joined online discussions using hypertext entries and chat sessions, and completed quizzes to test their understanding of the course materials.

4.2.7 Online Diploma Course in Humanitarian Diplomacy with the International Federation of Red Cross and Red Crescent Societies (IFRC)

In 2016 Diplo and the IFRC continued to run the 12-week Online Diploma Course in Humanitarian Diplomacy twice per year. 2016 marked the 5th year of this cooperation. The course consists of an eight-week interactive online learning phase that introduces participants to humanitarian diplomacy concepts, actors, and tools, including persuasion and negotiation; and a four-week research phase during which participants prepare a 5000-word paper on a topic of relevance to their professional development or interests.

In 2016, the course was offered to groups of 31 and 24 participants, starting in February and September, respectively. While the course materials and instruction are in English, participants were given the option to write their research papers in French. Interest in the course remained high and the post-course feedback indicated a high level of satisfaction with the course.

Over the last five years, the course team has expanded under the guidance of Ambassador Christopher Lamb, former Special Advisor on International Relations for the IFRC and Australian Ambassador to Myanmar, Serbia, Romania, and the Former Yugoslav Republic of Macedonia.

The team includes Tore Svenning, currently at the Norwegian Red Cross following many years with the IFRC in different senior-level capacities; Jean Michel Monod, former Delegate General (Director) for Asia and the Pacific at the ICRC, Daniel Beaudoin, consultant on humanitarian diplomacy and civil-military affairs and lecturer on humanitarian diplomacy and aid operations at Tel Aviv University, and a diverse group of research tutors from all around the world who support course participants in their individual research work.

4.2.8 Online course on Children and Mobile Technology with the GSMA's Capacity Building in Mobile Sector initiative

In early 2015 GSMA Capacity Building engaged Diplo to develop and run an interactive online course on Children and Mobile Technology. The initiative aimed to bring GSMA's capacity building materials and expertise on child online protection to staff and management of national telecommunications regulatory authorities worldwide, especially in developing countries.

Following the first course in 2015, a second course session was offered starting in February 2016 to a group of 29

participants from 22 countries across the world, tutored by Diplo staff member Dr Stephanie Borg Psaila. Each week of the course, participants read course materials and discussed them using hypertext entries. During the course, participants and tutors made a total of 1210 hypertext entries on course readings. Participants also attended weekly online one-hour chat sessions, moderated by the course tutor, at the end of each course week to discuss open issues and current events in real-time.



I sincerely thank DiploFoundation and GSMA for this important course, useful for all (parents, educators, policy-makers, regulators, communications and software services providers, NGOs, and civil society organizations). It contributes to create a secured cyberspace for children in order for them to express their rights and harness the potential of the digital world

Issoufou Seynou, In Charge of Regulatory and Policy ONATEL SA (Incumbent Telecommunication Operator), Burkina Faso



4.2.9 E-diplomacy workshop for Saint Kitts and Nevis Ministry of Foreign Affairs

The Ministry of Foreign Affairs of Saint Kitts and Nevis invited Diplo to deliver a workshop on e-diplomacy during their Diplomatic Week, in April 2016. In order to keep costs reasonable, to include several speakers, and also to demonstrate the use of online tools, this workshop was delivered remotely, with presentations by Dr Jovan Kurbalija (from Geneva), Virginia

Paque (from USA), and Pete Cranston (from the UK). During the workshop, participants and presenters discussed the use of e-participation and social media as ways to increase the diplomatic footprint of this small island nation with a population of 50,000.

4.2.10 Training courses on Diplomatic Protocol and Etiquette with the Azerbaijan Diplomatic Academy (ADA)

Diplo has been cooperating with the Azerbaijan Diplomatic Academy (ADA) in Baku, Azerbaijan, since 2008, offering both online and face-to-face training, in particular in the

area of protocol and etiquette. In January 2016, Amb. Olaph Terribile (from Malta) travelled to Baku to deliver a training workshop on protocol and etiquette.

4.2.11 Training courses on Diplomatic Protocol and Etiquette with the European External Action Service (EEAS)

In 2016, Diplo delivered two one-day training seminars on diplomatic protocol and etiquette in Brussels for European Parliament officials and assistants to members of the European Parliament. The seminars had a specific focus on

table etiquette, and took place in September and November, delivered by Diplo faculty member Amb. Olaph Terribile. The successful delivery of these seminars has led to additional requests for similar events in 2016.

4.3 Policy dialogues

4.3.1 Belgrade Security Forum

Diplo participated in the session on 'Two-speed cybersecurity in the Western Balkans' as part of the Belgrade Security Forum (BSF), the lead regional forum discussing security policy. The event, held on 13 October, was organised by Geneva Centre for the Democratic Control of Armed Forces (DCAF), in cooperation with Diplo.

The discussion covered several topics:

- How do the existing strategic and legal frameworks for cybersecurity perform in practice: what works, what does not work? What are the experiences from developed countries? What is the situation in the region?
- Why is there such a difference in the development of effective cybersecurity amongst the countries of the region?
- Which key events, circumstances or actors help to advance cyber security policies?
- What are successful governance models already tested in the region, which show how cybersecurity policies can be discussed in a transparent manner, and lead to evidence-based regulations?



Diplo's session during the Belgrade Security Forum

- Border-limited governments and borderless businesses-how can they work together, can they trust each other?
- How can we make sure that good policy plans are also implemented successfully and including all relevant stakeholders?



4.3.2 Delhi Digital Diplomacy Day

On 21 October 2016, Diplo organised Delhi Digital Diplomacy Day in India. The Delhi Digital Diplomacy Day addressed impact of the Internet on diplomacy in three main fields: the environment in which diplomacy is conducted; the emergence of new topics on diplomatic agendas (including Internet governance); and use of a new Internet tools in the practice of diplomacy (including social media).

The session was moderated by Ambassador Kishan Rana, Diplo's senior lecturer. [Introductory remarks](#) were delivered

by Ambassador Andreas Baum, [Embassy of Switzerland in India](#). In addition to Dr Jovan Kurbalija, the main contributor was Ambassador Vikas Swarup, an Indian diplomat who is currently serving as the official spokesperson of the Ministry of External Affairs of India. He is also a well-known writer (author of the novel *Q & A*, adapted in film as *Slumdog Millionaire*). Amb. Swarup has served in Turkey (1987–1990), USA (1993–1997), Ethiopia (1997–2000), the UK (2000–2003), and South Africa (2006–2009). He served as Consul General of India in Osaka–Kobe, Japan from 2009 to 2013.

4.3.3 Young Faces Conference: Strategic cybersecurity policy development in Southeast Europe

The Geneva Centre for Democratic Control of Armed Forces (DCAF), in cooperation with Diplo, organised the 16th Young Faces Workshop on Strategic cybersecurity policy development in Southeast Europe [\(29 November to 1 December 2016\)](#). This programme developed participants' understanding of challenges in cybersecurity governance through a distance learning component and one three-day workshop.

The workshop gathered 25 participants from Southeast Europe, including Croatia and Moldova. Participants explored best practices and relevant tools for developing and implementing cybersecurity policies through interactive sessions, where experts in the field led them through an identification of stakeholders and facilitated discussions on best approaches to developing cybersecurity policies in the region.

The workshop is another in a series under the DCAF Southeast Europe Regional Young Faces Network, [which brings together young professionals from Southeast Europe who want to increase their knowledge on security sector reform \(SSR\)](#).



Participants at the Young Faces workshop

The programme is a follow-up to the regional Cybersecurity Winter School [that took place in 2014](#), and the online course on cybersecurity for the SEE that took place in 2016.

4.3.4 11th Internet Governance Forum

Diplo and the Geneva Internet Platform actively participated at the 11th Internet Governance Forum, [in Mexico and online](#), with events and sessions, and just-in-time session reports and IGF Daily summaries.

Diplo participated in 9 workshops during the IGF, as well as a get-together for Diplo alumni and associates. It organised the launch of the 7th edition of the book *An Introduction to Internet Governance*.

More in Section 3.2.5

More in Section 5.2.1



4.3.5 Towards a secure cyberspace via regional co-operation

The two-hour luncheon debate Towards a Secure Cyberspace via Regional Cooperation, [hosted by Diplo](#) and organised by the Federal Department of Foreign Affairs of Switzerland in cooperation with the Geneva Internet Platform, took place on 9 December in Geneva, on the occasion of the second meeting of the 2016–2017 United Nations Group of Governmental Experts (UN GGE) on issues related to ICT and international security. The event addressed the role of regional organisations in the operationalisation of the UN GGE recommendations on cybersecurity. The event attracted some of the GGE delegations, permanent missions in Geneva and UN agencies representatives, regional organisations, as well as NGOs, business representatives, and academia. A draft background study was prepared, which was later published.

More in Section 5.1.4 Study: 'Towards a secure cyberspace via regional co-operation'.

The event was opened by Frank Grütter, UN GGE Expert, Head of Security Policy Division, Swiss Federal Department of Foreign Affairs and Karsten Geier, Chair of the UN GGE, Head of Cyber Policy Coordination Staff, German Federal Foreign Office, while the follow-up discussion involved distinguished panellists: Ben Hiller, Cyber Security Officer, Transnational Threats Department, Organization for Security and Cooperation in Europe, Moctar Yedaly, Head, Information Society Division, African Union Commission, Kerry-Ann Barrett, Cyber Security Policy Specialist, Organization of American States, Henry Fox, Director Cyber and Space Policy, International Security Division, Department of Foreign Affairs and Trade, Australia, and Aapo Cederberg, Cyber Security Expert, Geneva Centre for Security Policy, with moderation by Dr Jovan Kurbalija, Head of Geneva Internet Platform and Director of Diplo. The report from the panel discussion was published [on Diplo's website](#).

4.3.6 Creating favourable cybersecurity posture in Serbia

A training and discussion event, 'Beyond the national information security strategy – creating favourable cybersecurity posture in Serbia' [\(20–22 December\)](#), organised by the OSCE Mission to Serbia in partnership with Diplo, the Geneva Centre for Democratic Control of Armed Forces (DCAF) and Petnica Science Center, gathered the representatives from key public institutions, the private sector and civil society organisations to discuss the key strategic components of the cybersecurity framework in Serbia.

The event is the next step in the comprehensive approach towards building a platform for a multistakeholder dialogue on cybersecurity in Serbia, jointly initiated in 2015 by Diplo, DCAF, OSCE Mission to Serbia and Petnica Science Center. After the initial gathering of a diverse group of representatives from several ministries, defence and security agencies, regulatory authority, Internet providers, domains and the ICT industry, universities and civil society organisations, followed by a public hearing at the National Assembly of the Republic of Serbia, and a discussion event on shaping the strategic framework, 'Beyond the national information



Participants at the Young Faces workshop

security strategy – creating favourable cybersecurity posture in Serbia' ensured that the initial group is extended with more actors, such as the operators of critical infrastructure and financial institutions.

4.3.7 Other events

In December 2016 Diplo's faculty member Dr Biljana Scott delivered a *Workshop on Implicit Communication* in Belgrade, Serbia. This workshop promoted language awareness as a means of improving the skills of opinion shapers. Its primary objective was to alert participants to the power and particularities of implicit communication. This is an area of

interaction that has largely been overlooked by the literature on effective communication, but which it is nevertheless essential to master if we are to achieve our objectives effectively. Implicit communication includes codes, connotations, implications, presuppositions, ambiguity and indirectness. Since successful communication has much to do with reading



intentions and contexts correctly, insights are provided into relevant cultural, social and psychological variables.

The workshop was exercise driven and required active participation. The final exercise was based on a Hard Talk simulation aimed to develop the linguistic skills essential for effective persuasion and constructive dialogue. Although run in English, the lessons learned were applicable to all languages and participants were not expected to have an academic background in linguistics to actively engage in the discussions.

Throughout the year, Diplo's team participated in many other debates on diplomacy, and digital policy. These included:

- Digital Policy at the Start of 2016. A view from Indonesia [\[link\]](#) – organised on 19 January by the Indonesian Ministry of Communication and Information Technology, on collaboration with the Indonesian ISPs Association (APJII), Indonesian CSOs Network for Internet Governance (ID-CONFIG), Diplo, and the Geneva Internet Platform.
- On the occasion of Swiss Minister Didier Burkhalter's visit to Malta, his lecture on Good Offices and mediation in international relations, [\[link\]](#) on 9 March, was live-streamed for Diplo participants worldwide.
- Diplo supported and participated in the 2nd meeting of the SEEDIG, an initiative that was launched by stakeholders in South Eastern Europe and the neighbouring area with the main aim to facilitate multistakeholder discussions,

exchanges, and collaboration on Internet-related issues that are of particular concern in the region. Diplo's experts particularly contributed to organising and delivering the structured dialogue on cybersecurity during the session Discussing cyber(SEE)curity: global issues in regional context [\[link\]](#) which was held in Belgrade on 22 April.

- The 7th Model ASEM is a 3-day youth conference and political simulation of the Asia-Europe Meeting (ASEM) Summit. Over 150 participants from the 51 ASEM countries have the possibility to experience Asia-Europe diplomacy through role-play exercises, practical trainings as well as meetings with the ASEM leaders of today. Diplo was a partner in the organisation of the 2016 edition, [\[link\]](#) on 6-10 July. Dr Katharina Höne gave a workshop on multilateral diplomacy and negotiations.
- On 8 July, Diplo director Dr Jovan Kurbalija was among the speakers during a workshop themed Fundamental Science and Society, [\[link\]](#). The workshop marked the 50th anniversary of the prestigious 'Rencontres de Moriond', and was organised by the Ministry for science and technology of Vietnam, the Popular Committee of the Province of Binh Dinh, the Rencontres du Vietnam, and the Rencontres de Moriond.
- Diplo participated in the Middle East and Adjoining Countries School on Internet Governance (MEAC-SIG), [\[link\]](#) organised by ICANN in Beirut, on 8-12 August. Ms Marilia Maciel joined other experts in the training programme aimed at individuals from the MEAC region.



Participants at the workshop on Implicit Communication in Belgrade



Partnerships and Policy Dialogues

- Diplo was invited to participate in and contribute to Namibia's Foreign Policy Review Conferences [\[link\]](#) which took place in Windhoek, 25 to 30 July 2016. The conference's aim was to provide a large-scale and comprehensive review of Namibian foreign policy. Diplo provided expertise on Information and Communication Technology in the context of development and poverty reduction and supported the process with a policy paper on 'Namibia's digital foreign policy and diplomacy: Towards greater cooperation, prosperity, and development in a connected world' which was authored and presented by Diplo staff member Dr Katharina Höne. The policy paper suggests a three-pronged approach to Namibia's foreign policy, consisting of Internet infrastructure and digital geopolitics, digital policy and Internet Governance, and digital diplomacy.
- The Global ICT Capacity Building Symposium 2016 [\[link\]](#) organised by the International Telecommunications Union and hosted by the Communications Authority of Kenya, took place in Nairobi, Kenya between 6 to 8 of September 2016. Dr Höne participated in a pre-event on 'Capacity building in Internet Governance: Stakeholder perspectives' and used this occasion to highlight Diplo's unique approach to capacity building and to stress the importance of providing immersion in policy processes and having a long-term approach. In a further session on 'A dialogue with capacity building champions from the academic community', she presented Diplo's work on the Internet Research Fair and used this example to illustrate best practices and lessons learned in engaging academia.
- Diplo participated at an event on Internet Inclusion: Global Connect Stakeholders Advancing Solutions [\[link\]](#) on 5–6 October 2016, organised by the Institute of Electrical and Electronics Engineers (IEEE), the World Bank, and

the Internet Society, in Washington, D.C., USA. Dr Tereza Horejsova moderated the introductory session on the state of Internet inclusion.

- Diplo and the Geneva Internet Platform were at the the second annual meeting of the Armenian Internet Governance Forum (ArmiGF) [\[link\]](#) on 5 October. Ms Sorina Teleanu delivered a presentation on 'Capacity development in Internet governance: learning and engagement opportunities'.
- Dr Kurbalija addressed the the 2016 Asian Forum on Global Governance [\[link\]](#) on 16–25 October, in New Delhi, India, focusing on digital opportunities: access, privacy, and security.
- Foraus [\[link\]](#) – the Swiss think tank on foreign policy – organised a lecture [\[link\]](#) with Dr Jovan Kurbalija, on Switzerland's role and approach to Internet governance.
- The third edition of the annual World Internet Conference, also known as the Wuzhen Summit, was held on 16–18 November 2016, in Wuzhen, China. The event was hosted by the Cyberspace Administration of China and the Zhejiang Provincial People's Government. Dr Kurbalija addressed the Forum on Global Governance in Cyberspace [\[link\]](#).
- Dr Jovan Kurbalija addressed a panel on the IANA transition in the context of business innovation and commercial interests [\[link\]](#) during Digital World Conference, an international two-day conference organised in Brussels by the International Trademark Association. The panel, Bold New World: Navigating the Ever-Changing Internet, took place on 1 December.

Other events were co-organised with the Geneva Internet Platform.

Diplo's communication channels and initiatives are described in more detail in Section 5.3 of this report.

4.4 WebDebates

In 2016, within the framework of the International Forum on Diplomatic Training, Diplo started a new series of WebDebates, aimed at discussing key topics related to the future of diplomacy. The monthly WebDebates, are live-streamed online on the first Tuesday of every month, and bring together diplomats, professionals involved in diplomacy, and researchers from all over the world, to discuss topical issues.

Since April 2016, Diplo has organised eight WebDebates (in 2016):

- WebDebate: Is the diplomatic service still needed? (4 April 2016) [\[link\]](#)
- WebDebate: Can we learn diplomacy from books? (3 May 2016) [\[link\]](#)



- WebDebate: Is research on diplomacy relevant and useful? (7 June 2016) [\[link\]](#)
- WebDebate: Can diplomacy be learned on-the-job only? (5 July 2016) [\[link\]](#)
- WebDebate: Why and how to teach negotiations (6 September 2016) [\[link\]](#)

- WebDebate: What are the key skills for the next generation of diplomats? (4 October 2016) [\[link\]](#)
- WebDebate: Gender and diplomatic training academies (1 November 2016) [\[link\]](#)
- WebDebate: Data diplomacy and knowledge management (6 December 2016) [\[link\]](#)

4.5 Thematic webinars

Thematic webinars, held by Diplo, and in some cases in collaboration with partners, offer a useful way of discussing topical issues with the wider community.

Digital policy and technological challenges in 2016 – What to expect? [\[link\]](#)

This Geneva Internet Platform webinar, held in collaboration with the Internet Society on 9 February, offered an overview of 2015, and discussed the major technological developments and policy challenges for 2016. Views from the technical and academic community were provided by Diplo director Dr Jovan Kurbalija, and by Ms Sally Wentworth, Vice President of Global Policy Development, Internet Society.

Opening backdoors: Encryption, privacy, and security Q&A session [\[link\]](#)

The webinar, held on 17 March, reflected on the US court's ruling requesting Apple to assist the FBI in unlocking an iPhone triggered a global controversy over encryption and the creation of backdoors. Apple reacted strongly, and other tech companies pledged their support, as the case unfolds in court. The outcome made the impact on security and privacy, in particular as national governments debate the introduction of data access safeguards. The webinar was organised in form of an open discussion, looking at various technical, legal, social and political angles and consequences of the Apple–FBI case.

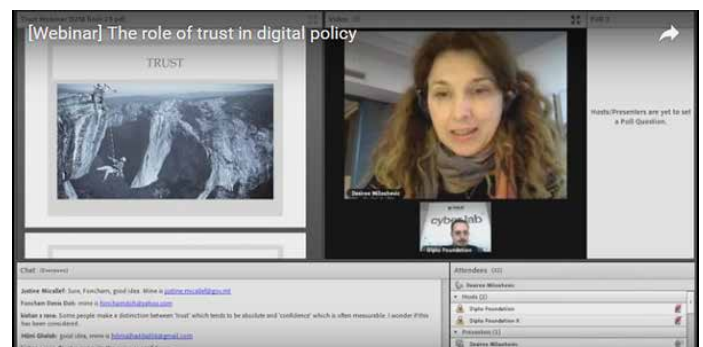
The role of trust in digital policy [\[link\]](#)

The issue of trust has emerged as a central issue in Internet governance and digital policy. Trust is increasingly under focus following the Snowden revelations, and more recently, the Apple–FBI case. These developments have put the issue

of trust under increasing strain, as institutions and the industry grapple to regain users' trust. At the webinar held on 19 July, Desiree Zeljka Miloshevic, Senior Public Policy and International Affairs Advisor in Europe for Afilias and Diplo alumnus, presented the results of her Master's dissertation [\[link\]](#) in which she analysed how trust is defined and operationalised in IG organisations, and reflected on ways in which the recent developments have had an impact the issue of trust.

Cyber norms: Towards an inclusive dialogue [\[link\]](#)

In response to increasing trends of governments placing cybersecurity [\[link\]](#) and cyberconflict [\[link\]](#) at the top of their agendas, a webinar was organised on 23 November to also look at the role that the lead Internet industry plays in global dialogue on cyber-norms and prevention of cyberconflicts. In an interactive and open discussion with participants, Angela McKay, Director of Cybersecurity Policy and Strategy, Global Security Strategy and Diplomacy Team at Microsoft, outlined the Microsoft proposal of norms in the context of other global initiatives, and looked at the stability of the Internet ecosystem in case of cyberconflicts. She also discussed the role of various stakeholders in global negotiations on cyber-norms, and shared her views on the future of this process. [\[link\]](#)





5. Research, Publications, and Communications

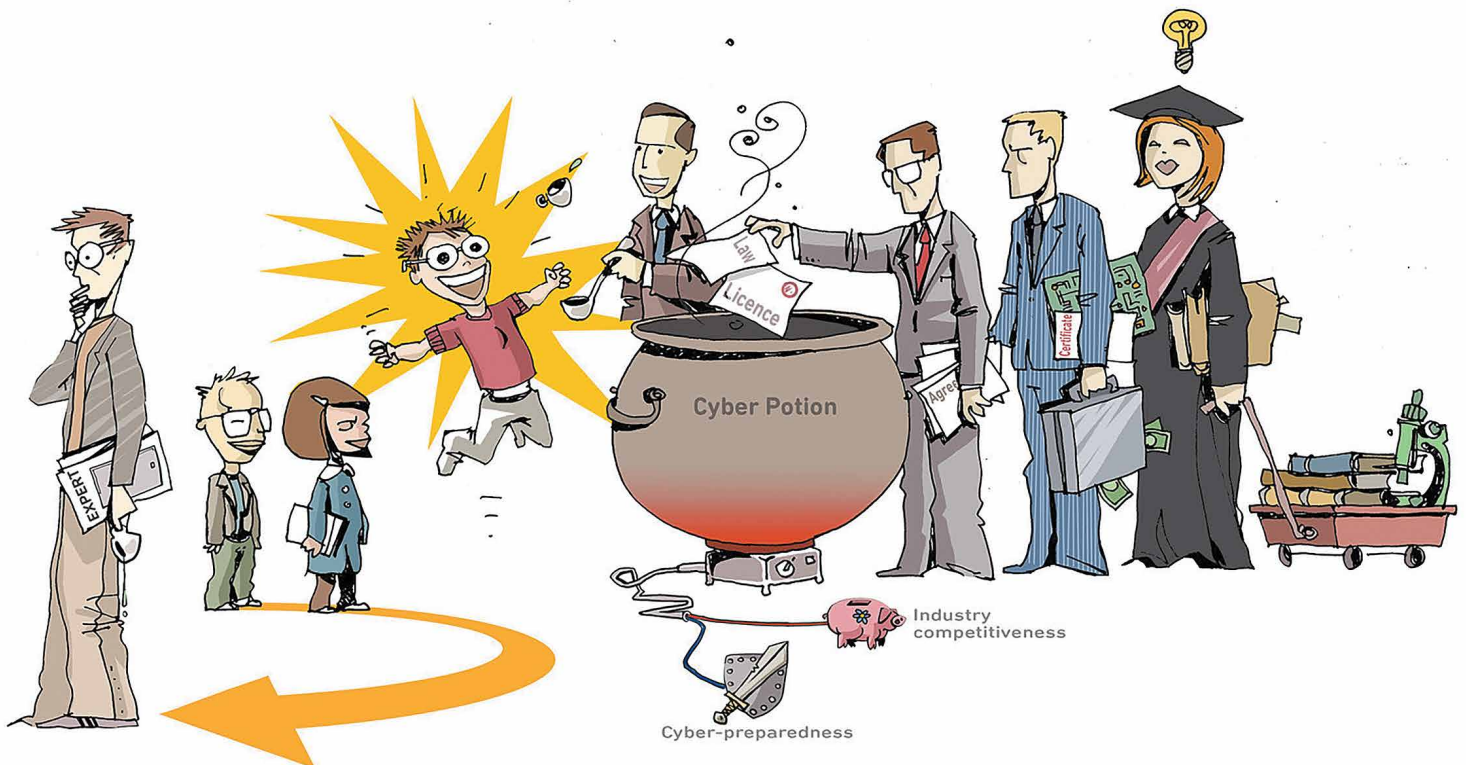
5.1 Research

5.1.1 Cybersecurity Competence Building Trends: Presentations of study and follow-up discussions

The study *Cybersecurity Competence Building Trends*,² commissioned by the Swiss Federal Department of Foreign Affairs and conducted by Diplo in 2016, sets out the various measures that ten OECD countries applied to promote competence-building measures (CBMs) in the field of cybersecurity. Examples of CBMs include development of cybersecurity curricula at universities, hubs and innovation centres at universities in cooperation with the private and the public sectors, professional education programmes, and knowledge frameworks. The identified approach may encourage the adoption of CBMs in Switzerland and other countries. Such measures could be tackled during the formulation and implementation of national cybersecurity strategies, particularly in the field of education, research, and development.

The study was presented on several occasions, driving interesting discussions around best practices and possible

implementation in developing countries. On 21 January, the study was presented in Bern to representatives of relevant public and academic institutions, as well as a few private sector representatives. It was then presented in Geneva on 8 April, during the two-day Cyber 9/12 Student Challenge hosted by the Geneva Centre for Security Policy and the Atlantic Council, at a session organised by Diplo and the GIP. To acquaint global audiences with the results of the study and discuss its merits, a webinar was held on 19 April featuring both authors, Vladimir Radunović and David Rüfenacht. The study was presented on 1 June in Washington DC during a side-session at the annual meeting of the Global Forum on Cyber Expertise (GFCE), as an important contribution to mapping global best practices. Finally, the findings of the study as well as the overall demand for strengthening cyber-competences was discussed during the Competence Building for Cyberpeace event, held at the WMO building in Geneva on 9 November, within the framework of the Geneva Peace Week.





5.1.2. Report: *Cybersecurity in the Western Balkans: Policy gaps and cooperation opportunities*

The report *Cybersecurity in the Western Balkans: Policy gaps and cooperation opportunities*[\[2\]](#) was produced by Diplo under the project Cybersecurity Capacity Building and Research Programme for South-Eastern Europe (more details about the course in [Section 4.1.4](#)), implemented with the support of the Federal Department of Foreign Affairs of Switzerland, in partnership with the Geneva Centre for the Democratic Control of Armed Forces (DCAF). The report provides an overview of the relevant European and international legal

environment; reviews the state of play in Western Balkans, and the activities and support instruments of international organisations in the region, and existing regional security mechanisms and opportunities; and provides a number of concrete recommendations for countries, international organisations, and overall regional cooperation. The illustrated executive summary as well as the full report are available on Diplo's cybersecurity page.[\[3\]](#)

5.1.3. Study: *Towards a secure cyberspace via regional co-operation*

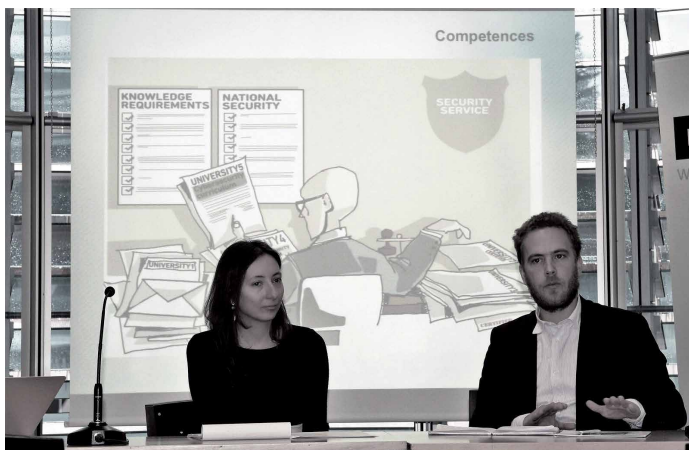
The study *Towards a secure cyberspace via regional co-operation*[\[4\]](#) was prepared by Diplo, in partnership with the GIP and with the support of the Swiss Federal Department of Foreign Affairs, on the occasion of the second meeting of the 2016/2017 UN GGE, held in Geneva in November 2016. The paper aims to provide background reading related to the international dialogue on establishing the norms of state behaviour and CBMs in cyberspace. It offers a comparative

analysis of the leading international and regional political documents outlining cyber-norms, CBMs to reduce conflict stemming from the use of ICT, and capacity-building efforts to strengthen cooperation on cybersecurity. Consequently, it discusses how they could further influence each other, and notes several specific directions that further developments could take. It will be published in early 2017.

5.1.4. ITU Study mapping capacity development in Internet Governance

The ITU mandated Diplo to provide a comprehensive study of mapping leading Internet governance capacity development activities worldwide. The aim of the research was to enhance understanding of the need for and the supply of capacity development. In 2014, the World Telecommunication Development Conference (WTDC) acknowledged that enhancing capacity building of the ITU membership in international

Internet governance would be one of the priority issues to be addressed by ITU's capacity building programme over the next four years. This clearly demonstrates an interest on the part of the ITU membership to pay particular attention to capacity development as an integral part of the Internet governance discussions. The study was produced for ITU internal use.



Panellists and participants discussing the Cybersecurity Competence Building Trends study during an event in Geneva on 9 December



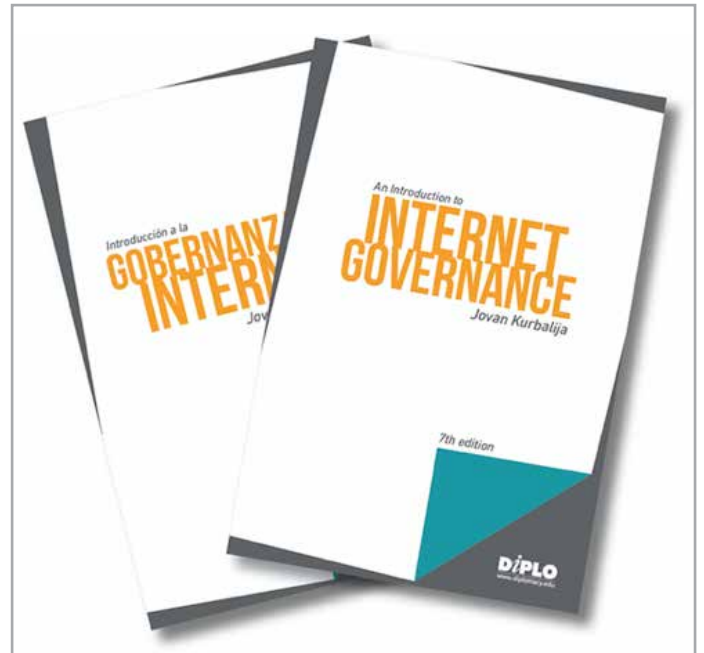
5.2 Publications

5.2.1 *An Introduction to Internet Governance*, 7th edition

The seventh edition of *An Introduction to Internet Governance* by Dr Jovan Kurbalija was launched at the IGF in Mexico in December 2016. It provides an update based on the most recent dynamic period in the history of Internet governance, and is also available in Spanish.

The book provides a comprehensive overview of the main issues and actors in the field through a practical framework for analysis, discussion, and resolution of significant issues. Written in a clear and accessible way, supplemented with figures and illustrations, it focuses on the technical, security, legal, economic, development, sociocultural, and human rights aspects of Internet governance. 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 on Internet governance.

Previous editions of the book have been translated into ten languages: Arabic, Armenian, Chinese, French, Indonesian (Bahasa Indonesia), Portuguese, Russian, Serbian/BCS, Spanish, and Turkish.



5.2.2 Acronyms book

The Spanish translation of the Internet governance *Acronym Glossary*, *Glosario de Acrónimos de Gobernanza de Internet* was launched at the IGF in Mexico in December 2016. The glossary, compiled by Diplo, contains explanations of over 130 acronyms, initialisms, and abbreviations used in Internet governance parlance. In addition to the complete term, most entries include a concise explanation of the organisation, or the term, and a link for further information.





5.3 Communications

Communicating Diplo's courses, activities, events, and research is one of the organisation's main priorities. Diplo's communication channels include its website, newsletter, social media networks, and alumni networks.

5.3.1 Website: www.diplomacy.edu

Compared to 2015, in 2016 Diplo website had 33 379 more unique visitors, and 67 061 more unique pageviews. Visits from Facebook, Twitter, and LinkedIn almost doubled.

In July, Diplo launched a new, redesigned, secure (<https>) website offering an easier and more pleasant user experience. In

Diplo also operates the communication channels for the GIP and the GIP Digital Watch including the GIP Digital Watch observatory. Communication channels for these initiatives are described in the sections on these initiatives.

5.3.2 Blogs

Diplo's blogosphere continued to flourish in 2016. Diplo published over 100 blog posts on a wide range of topics including cybersecurity, digital politics, capacity building, online learning, and multilateral and bilateral diplomacy. Most blog posts were written by the Diplo team and provided opportunities for further reflections on areas of their expertise. In addition, 20 guest bloggers from a range of backgrounds and diverse geographical distribution were featured. A few highly topical and well-received blog posts are highlighted.

The most read blog post of 2016 on E-commerce in the WTO¹ was written by Diplo's Marília Maciel. In the post she provides a summary of the evolution of e-commerce in the WTO; the current stage of discussions; and the recent inclusion of a broad range of Internet policy topics, from network neutrality to data localisation. In A bright future for diplomacy and the need for changes in diplomatic services², the second most read blog post in 2016, Diplo's editorial team provides a summary of a webinar with Indian Ambassador Kishan S Rana. The summary touches on questions of relevance of diplomats and diplomacy in the twenty-first century, the uniqueness of the diplomatic profession, and key challenges ahead. In the third most read blog of 2016, Diplo's Sorina Teleanu, provides background on the transition of the Internet Corporation for Assigned Names and Numbers (ICANN)³ from the stewardship of the USA to a multistakeholder model. The blog distills a highly technical Internet governance topic into a manageable overview of key points in the debate.

In diplomacy – Diplomacy – DIPLOMACY⁴, Diplo's director Dr Jovan Kurbalija looks at three different ways of perceiving

terms of global reach, the top 10 visitors to the website were from the USA, Philippines, UK, India, Kenya, Switzerland, Australia, South Africa, Canada, and Nigeria. The top content included the language and intercultural communication webpages, the course catalogue, the resources/books section, and the MA/PGD course webpage.

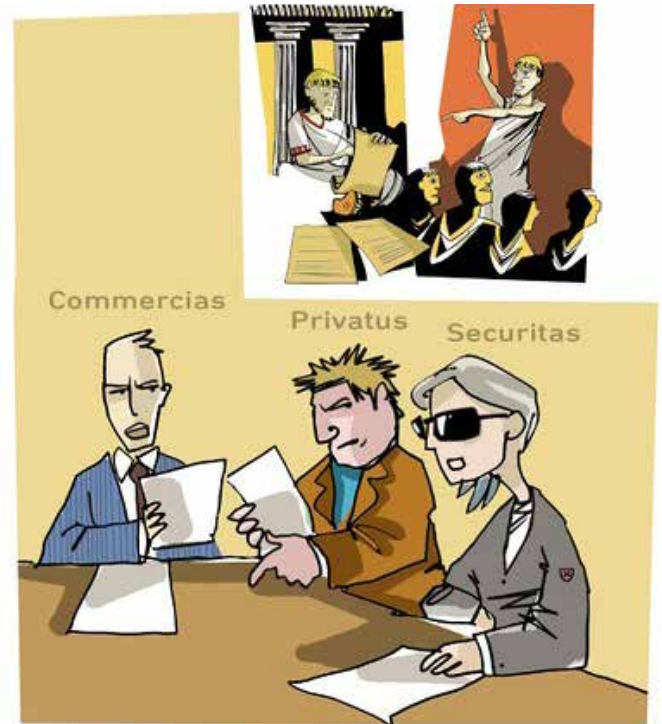
diplomacy from the self-perception of the diplomat to public (mis-)perceptions. In Diplomacy between sprint and marathon⁵, he talks about the skills required for diplomats and the speeding up as well as the slowing down of the diplomatic process. Our guest blogger Professor Milan Jazbec, who teaches diplomacy at the University of Ljubljana and was the Slovene Ambassador to Turkey (2010–2015), contributed two blog posts. In What is sociology of diplomacy?⁶ he fleshes out details of the sociology of diplomacy as an emerging subject of study and in Negotiation training⁷, he outlines the content of negotiation training. In particular, he emphasises the importance of and the need to strike a balance between the established rules of the interaction and improvisation. In Five reasons why the selection of António Manuel de Oliveira Guterres as new UN Secretary-General is a cause for celebration⁸, Dr Jovan Kurbalija stresses the importance of humour, values, and convictions for successful diplomacy.

Similarly, 2016 saw many reflections on digital politics. In Where are you (in the digital world)?⁹ Dr Jovan Kurbalija discusses digital spaces — geography, territoriality, and the virtual — and thereby made questions of digital politics more relatable. He also uses the UK referendum on leaving the EU as a starting point to look at the Challenges for the Internet in the post-Brexit era¹⁰ through a discussion of trust, democratic decisions, predictability, and fairness. Diplo researcher Barbara Rosen Jacobson introduces us to Countering terrorist narratives online¹¹ and describes this as a balancing act. She argues that there is a fine line between promoting security and protecting free speech and looked at, among others things, the EU's Code of Conduct on illegal online hate speech and the recent report of the UN Special



Research, Publications, and Communications

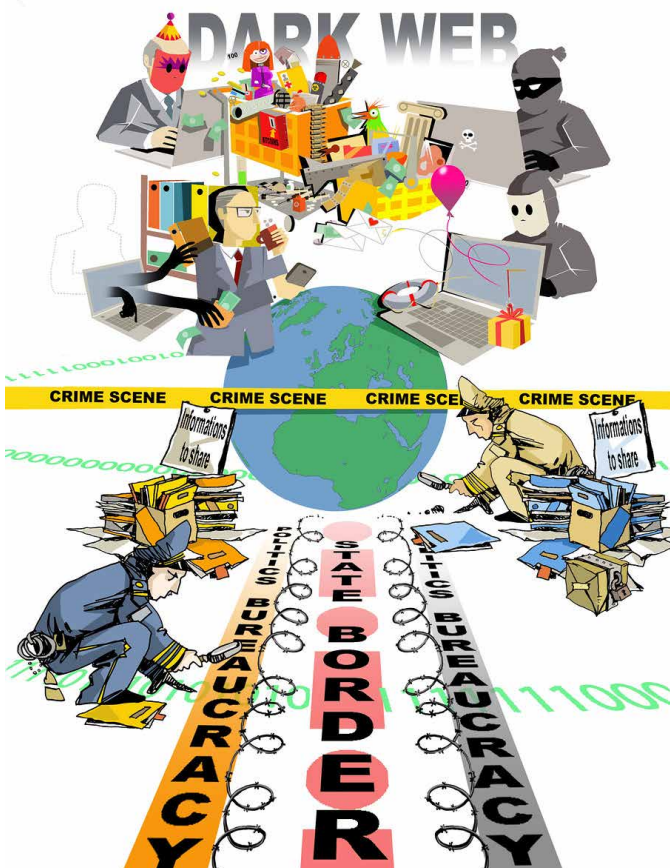
Rapporteur on freedom of expression. One of our guest bloggers, Tiago Maurício wrote about Studying public diplomacy – experiences of a Portuguese diplomat. [He emphasises the value of studying public diplomacy. In Internet and analogies: Riding a bus through the submarine fibre.](#) [Diplo's Vladimir Radunović explores analogies for understanding the Internet. To explain the sending of data packages through fibre optic cables, he finds that images of highways, lanes, cars, busses, and passengers are particularly useful, In Digital diplomacy in three graphs](#) [Dr Jovan Kurbalija uses and combines Gartner's hype cycle and Roger's diffusion of innovations bell curve to argue that it should be possible to take a shortcut to the plateau of productivity in digital diplomacy. In Internet and development: a reality check.](#) [Constance Bommelaer de Leusse and Diplo's Tereza Horejsova looks at ways to promote a more inclusive Internet and foster global connectivity. Dr Jovan Kurbalija details 25 points for digital diplomacy](#) [which he divides into six sections: organisation and management; security in digital diplomacy; time-timing-tempo; content, context, and failures; maximising knowledge and hidden resources; and training and support for digital diplomats.](#)



In addition, we used the blogging space to experiment with creative formats and new ways of making technical issues in diplomacy and Internet governance more tangible. A good example is the Socratic dialogue on questions of privacy and encryption. Diplo's webinar on the Apple-FBI case, held on 17 March, evolved into such a Socratic dialogue on the core concepts and underlying assumptions of the case.

The lively debate inspired the Diplo team to create a five-part series of blog posts that argued the main dilemmas, played out by three fictitious characters, Privarius, Securium, and Commercias. The first blog, Apple vs FBI: A Socratic dialogue on privacy and security, [starts with the main facts; the second, Apple vs FBI: It's just one phone – or is it?](#) [builds on the narrative with security-related arguments; the third conversation, Apple vs FBI: A case for encryption,](#) [tackles privacy and encryption; the fourth conversation, Apple vs FBI: A matter of trust,](#) [looks at privacy, trust, and the economic model; the final, fifth post, Apple vs FBI: Towards an Internet social contract?](#) [looks at philosophical arguments.](#)

Diplo also inaugurated a new blog channel on E-Learning and four initial blog posts provided reflections on online learning. In What have we learned about online learning this year? [and Online education – six reasons why organisations should engage,](#) [Diplo's Katharina Höne looks at key issues in online education such as the trend towards bite-sized and personalised learning, the importance of blended learning, and persisting inequalities.](#)





In *Teaching diplomacy with Twitter!*¹ she reflects on possibilities for using the micro-blogging service for teaching and research. In *The best of the newest and the oldest*², Diplo's

Ginger Paque discusses the use of text-based chat in online learning as a means of facilitating discussions which allow for everyone to be heard.

5.3.3 DiploNews

Diplo continued to issue its fortnightly newsletter, *DiploNews*, which updates readers — including partners, alumni, and faculty — on upcoming and past events, courses, and other initiatives.

In 2016, Diplo published 24 editions, which were distributed through a dedicated mailing list, as well as shared online through social media networks.

5.3.4 Social media: Twitter, Facebook, LinkedIn, YouTube

Social media channels are widely used by organisations to promote their activities, projects, events, etc. In 2016, Diplo continued to make use of a number of channels, to bring the activities closer to its community, using a tool which is increasingly used in the fields of diplomacy, e-diplomacy, and digital policy.

Twitter

Twitter remained one of the most utilised channels by the organisation. In 2016, Diplo's most popular accounts were @diplomacyedu, with close to 8000 followers by the end of the year — up from around 6500 in 2015; @ediplomat, with approximately 12 500 followers — up from around 10 400 in the previous year, and @igcbp, with close to 8000, up from around 6500 the previous year.

Facebook

Another widely used communications channel, Diplo continued to maintain a number of Facebook pages which increased in popularity during 2016. Diplo's main channel, www.facebook.com/diplomacyedu³ closed the year with over 4200 'likes'; the account dedicated to e-diplomacy — www.facebook.com/ediplomat⁴ closed with approximately 2200 'likes'; while Diplo's account dedicated to Internet governance issues, www.facebook.com/igcbp⁵ had just over 2000 'likes' by the end of the year. On average, the accounts enjoyed a 12% increase in followers over the previous year.

LinkedIn

LinkedIn is used to a lesser extent, limiting the use of this platform to course advertising. This follows the current

trend of other organisations of promoting their activities predominantly on Twitter and Facebook. However, Diplo plans to extend the use of the channel for the promotion of other activities.

YouTube

Diplo's YouTube account hosts webinar recordings, and recordings from activities which would have included online participation. The channel is popular, especially with practitioners of digital policy who tune it to view recordings of GIP briefings on Internet governance.

The channel also hosts other recordings, such as interviews with Diplo experts and other digital policy experts, and videos that promote Diplo's programmes of study.

In 2016, Diplo's YouTube channel⁶ steadily increased viewing numbers and subscriber base. It continued to be a place for Diplo and GIP videos, animations, recordings of live events, and the live broadcast of events. In 2016 the channel had 13 000 views and added 93 more subscribers taking it up to 380 users. The most viewed video was an Internet Governance Lite – Deep Packet Inspection (DPI) animation⁷, followed by the recording of the Technical Innovation for Digital Policy conference session: Technical architecture for safe and open Internet⁸.

Demographically, most viewers came from the USA, followed by Switzerland, Germany, and India. The top playback locations were YouTube watch pages (70%) and embedded players on other websites (25%).



6. Financial Report

Extract from the financial statements as approved by the Board of Administrators on 18 July 2017.

Income statement

FOR THE YEAR ENDED 1st JANUARY – 31st DECEMBER 2016

	2016	2015
Revenue – Contributions and other income	1,853,719	1,522,454
	<hr/> 1,853,719	<hr/> 1,522,454
Direct costs – Courses, conferences and other events	1,475,304	1,298,260
	<hr/> 1,475,304	<hr/> 1,298,260
Gross Contribution	378,415	224,194
Indirect Cost – Administration & Other Expenses	160,931	214,244
	<hr/>	<hr/>
Operating profit / loss	217,484	9,950
	<hr/>	<hr/>
Bank Interest & Charges	(7,851)	(4,642)
(increase)/decrease in provision for uncollected VAT	-	(427)
Difference on exchange	(4,678)	17,675
	<hr/> (12,529)	<hr/> 12,606
	<hr/>	<hr/>
Net Profit / Loss	204,955	22,556
	<hr/>	<hr/>



INDEPENDENT AUDITORS' REPORT

To the Administrators of DiploFoundation

Report on the Audit of the Financial Statements

Opinion

In our opinion, the accompanying financial statements give a true and fair view of the Foundation as at 31 December 2016, and of its financial performance and its cash flows for the year then ended in accordance with the International Financial Reporting Standards as adopted by the EU.

We have audited the financial statements of DiploFoundation, set out on pages 3 to 11, which comprise the statement of financial position as at 31 December 2016, the statement of comprehensive income, statement of changes in equity and statement of cashflows and notes to the financial statements, including a summary of significant accounting policies.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for Audit of the Financial Statements section of our report. We are independent of the Foundation in accordance with the International Ethics Standard Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirement that are relevant to our audit of the financial statements in accordance with the Accountancy Profession (Code of Ethics for Warrant Holders) Directive issued in terms of the Accountancy Profession Act (Cap. 281) in Malta, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The administrators are responsible for the other information, which comprises the directors' report. Our opinion on the financial statements does not cover the other information, including the directors' report.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

Responsibilities of the Administrators

The administrators are responsible for the preparation of the financial statements that give a true and fair view with the International Financial Reporting Standards, and for such internal control as the administrators determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. The administrators are responsible for overseeing the Foundation's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.



As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. we also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the administrators.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the foundation.

We are required communicate with the administrators regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Griffiths + Associates Ltd

Certified Public Accountants
Level 1, Casal Naxaro,
Labour Avenue,
Naxxar, NXR 9021, Malta.

Date: 18 July 2017

7. People



BOARD OF ADMINISTRATORS (Status as at 31 December 2016)

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 DCAF

Saviour F. Borg

Ambassador and former Permanent Representative of Malta to the UN

Isabelle Calleja Ragonesi

Professor, International Relations Department, University of Malta

Maud Dlomo

Ambassador of South Africa to Madagascar

Jovan Kurbalija – Secretary of the Board

Director of DiploFoundation

SENIOR MANAGEMENT TEAM

Jovan Kurbalija – Founding Director

Hannah Slavik – Educational Programmes Director

Tereza Horejsova – Project Development Director; Geneva Office Head

SENIOR FELLOWS

Geoff Berridge, Professor Emeritus, University of Leicester

Aldo Matteucci, former Deputy Secretary General of EFTA

Laurence Pope, former US ambassador

Kishan S. Rana, Professor Emeritus and former Indian ambassador

Alex Sceberras Trigona, former Minister of Foreign Affairs, Malta



People

STAFF

Robert Aquilina, Finance Manager
Miodrag Badnjar, Media Developer Online Courses
Patrick Borg, Master/PGD in Contemporary Diplomacy Co-ordinator; Malta Office Head
Stephanie Borg Psaila, Digital Policy Director
Matthew Bugeja, Accounts Clerk
Jelena Dinčić, Online Programmes Assistant
Katharina Hoene, Project Manager and Researcher for Online Learning
Jelena Jakovljević, Web Manager and Designer
Arvin Kamberi, Multimedia Co-ordinator
Rade Kotur, Online Programmes Assistant
Nikola Krstić, Chief Information Officer (CIO)
Marília Maciel, Digital Policy Senior Researcher
Dragana Markovski, Online Programmes Assistant
Darija Medić, Web and Software Programmer
Viktor Mijatović, Publications Designer
Goran S. Milovanović, Data Scientist
Mina Mudrić, Publications Manager
Aleksandar Nedeljkov, DTP assistant
Tanja Nikolić, Course Admissions Co-ordinator
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, Research and Projects Associate
Andrej Škrinjarić, Online Programmes Co-ordinator
Eva Tanner, Finance Manager
Sorina Teleanu, Digital Policy Senior Researcher
Elena Tudorie, Geneva Office Administrative and Financial Officer
Vladimir Veljašević, Illustrator
Milica Virijević Konstantinović, Travel and Workshop Co-ordinator; Belgrade Office Head

FACULTY

Nadira Al Araj (Palestine)	Petru Dumitriu (Romania)	Jean-Michel Monod (Switzerland)
Walid Al Saqaf (Yemen)	Haraldur Egilsson (Iceland)	Mary Murphy (Ireland)
Amr Aljowaily (Egypt)	Giorgio Ferrario (Italy)	Virginia Paque (United States)
Mohamed Asim (Maldives)	Alan Franklin (Canada)	Jenny Pearson (Cambodia)
Daniel Beaudoin (Israel)	Liz Galvez (UK)	Roxana Radu (Romania)
Geoff Berridge (UK)	Biljana Glišović Milić (Serbia)	Vladimir Radunović (Serbia)
Stephanie Borg Psaila (Malta)	Tracy Hackshaw (Trinidad and Tobago)	Kishan Rana (India)
Victor Camilleri (Malta)	Dominique Hempel Rodas (Switzerland)	Alex Sceberras Trigona (Malta)
Aapo Cederberg (Finland)	Katharina Höne (Germany)	Paramjit S. Sahai (India)
Natalia Chaban (New Zealand)	Milan Jazbec (Slovenia)	Biljana Scott (UK)
Bipul Chatterjee (India)	Carol Kiangura (Kenya)	Andrej Škrinjarić (Serbia)
Pete Cranston (UK)	Jovan Kurbalija (Switzerland)	Tore Svenning (Norway)
Solange Cross (Trinidad and Tobago)	Christopher Lamb (Australia)	Olaph Terribile (Malta)
Rafik Dammak (Tunisia)	Marilia Maciel (Brasil)	Nadia Theuma (Malta)
Dejan Dinčić (Switzerland)	Phoebe Farag Mikhail (Egypt)	

