

## **DiploFoundation 2013: a year in review**

## IMPRESSUM

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# Introduction

Diplo began the year well by featuring on *Global Magazine's* list of Top 100 NGOs in the world. This was no mean feat considering our constant battle to secure the funds we need to continue to do what we do best – to build capacity so that those involved in diplomacy and Internet governance can converse coherently with other professionals and stakeholders in the search for consensus and viable solutions.

Cooperating with other organisations and institutions is key to Diplo's success in online education. In cooperation with the UNDP, we developed and delivered an interactive tutored online course on **Capacity Development** based on the LenCD (Learning Network on Capacity Development). We continued our cooperation with the Graduate Institute of International and Development Studies, Geneva, to offer an online course on Global Health Diplomacy for World Health Organization (WHO) heads of country offices worldwide and with the International Federation of Red Cross and Red Crescent Societies (IFRC) continued to run the 12-week online diploma course on **Humanitarian Diplomacy**. Ongoing cooperation with ministries of foreign affairs from Mexico

(formal agreement), South Africa, Ethiopia, Guyana, Trinidad and Tobago, and Barbados testify to Diplo's position as a diplomatic training academy for many countries. Two new initiatives – the Asia-Europe Public Diplomacy Training Initiative and the Capacity Development Programme for Pacific Island States (CD Pacific) aim to strengthen the participation in International-Geneva-related multilateral diplomacy.

We continued to offer the full complement of online courses. In 2013, we introduced **Internet Governance (IG)** as an area of specialisation within the Master/Postgraduate Diploma in Contemporary Diplomacy and developed and ran two sessions of our new online course on **Economic Diplomacy**. Committed to ensuring relevant and current content, we further developed our Development Diplomacy course.

In cooperation with the Diplomatic Institute of the Italian Ministry of Foreign Affairs we developed a series of advanced diplomatic webinars. In these **online diplomacy tutorials** we addressed the challenges of modern diplomacy from two perspectives: the **evolution of diplomacy and technology** and

**social media and diplomacy**. These Advanced Diplomatic Webinars attracted a total of **835** participants. Our monthly IG webinars focused on specific subjects, often a theme which had raised controversy and debate among the IG community that month and attracted **406** participants.

Concerted efforts to improve our social media presence paid off with visits to our website up 70% on 2012. Our active presence on Twitter is reflected in the following our various channels have attracted (nearly 12 000 followers) and on Facebook with thousands of likes and close to 1000 friends. The numbers following up on LinkedIn doubled to over 600 users in 2013.

Diplo has made huge progress towards sustainability by reducing dependence on core donor funding from 85% (2007) to 33% (2013). Yet, for continuous innovation and delivering online courses for small and developing states, Diplo will need guaranteed public funding. Fundraising will remain a high priority in 2014. We are well positioned as we move in to 2014 and need to continue this momentum, offering training and other services to communities and individuals worldwide.

# Reach

In November 2013, the University of Malta awarded the Master in Contemporary Diplomacy to eleven Diplo students from eleven countries – Australia, Austria, Dominica, Grenada, Ireland, Malta, Nigeria, Sierra Leone, South Africa, and Uganda – who began dissertation work between February 2011 and February 2013 and the Postgraduate Diploma in Contemporary Diplomacy to two Diplo students who began their studies in 2011.

This is just a small slice of our course participant numbers. In 2013, 373 participants from 120 countries enrolled in 21 diplomacy courses. This is a 4% increase in student enrolment on the same number of courses but significantly reaching eight additional countries. Numbers were down in Internet governance from 298 participants in 2012 to 123 participants in 2013 largely due to four fewer courses being offered (7 vs 11). This was similarly reflected in the numbers of countries reached down from 92 to 50.

Yet despite the lower numbers, our IG alumni continue to go from strength to strength. Diplo's contributions to IG are significant and

lasting, as alumni and associates continue to engage in IG, 'multiplying' the effect of our work. Some examples of the work they are doing can be found in the IG Directory. As another example, the **Diplo Internet governance community** reaches 1470 people, who discuss current topics of importance in 93 groups. One of the most significant and visible processes the Diplo community undertakes is a highly successful online nomination and endorsement discussion, which supports the search for qualified IG experts to serve on committees and in positions of responsibility in the global IG policy process.

Selection for fellowships to ICANN's (Internet Corporation for Assigned Names and Numbers) three annual regional meetings is highly competitive. Diplo alumni receive a high proportion of these sought-after opportunities for learning, networking and engaging in the ICANN environment with 19 former students participating ICANN Fellows in 2013. The Internet Society (ISOC) provides policy immersion to a select group of applicants, based on motivation, expertise and engagement in IG processes. Diplo alumni

represented 8 of the 20 ISOC ambassadors to the IGF in Bali. Ten alumni and associates featured as members of ICANN's Governmental Advisory Committee (GAC) in 2013 with 12 more holding positions as members of the 2013 Internet Governance Forum (IGF) Multistakeholder Advisory Group (MAG).

Constantly looking for new ways to engage and to extend our reach to different sectors and communities and indeed different areas of the world, we further developed our webinar programme. Our regular monthly IG webinars focused on specific subjects, often a theme which had raised controversy and debate among the IG community that month. These webinars attracted **406** participants. In cooperation with the Diplomatic Institute of the Italian Ministry of Foreign Affairs, we built on this methodology by developing a series of advanced diplomatic webinars. In these online diplomacy tutorials we addressed the challenges of modern diplomacy from two perspectives: the **evolution of diplomacy and technology** and **social media and diplomacy**. These Advanced Diplomatic Webinars attracted a total of **835** participants.



# Online courses

In 2013, Diplo's online diplomacy courses remained available through three different modes of study:

1. As **certificate courses** (participants enrol with Diplo and receive a certificate from Diplo on successful completion).
2. As **University of Malta accredited courses** (participants enrol at the University of Malta and receive ECTS credits).
3. As part of the **Master/Postgraduate Diploma in Contemporary Diplomacy** offered in cooperation with the University of Malta.

## Highlights of our achievements for 2013

Responding to demand and the increasing presence of IG on diplomatic agendas, we introduced **Internet Governance** as an area of specialisation within the Master/Postgraduate Diploma in Contemporary Diplomacy. We developed and ran two sessions of our new online course on **Economic Diplomacy** and, in cooperation with the UNDP, the SCD, and the Learning Network on Capacity



*“Advanced thematic courses were delivered in Cybersecurity and Critical Internet Infrastructure, Privacy and Personal Data Protection, and ICT Strategy.”*

Development (LenCD), developed and ran a new online course on **Capacity Development**. In addition, we updated our course in **Development Diplomacy** and established a new partnership for online learning with the Ministry of Foreign Affairs of Ethiopia.

### Expanding the online course catalogue

Diplo's new course on **Economic Diplomacy** was developed by Professor Geoff Berridge and Ambassador Kishan Rana, joined by Mr Bipul Chatterjee (Deputy Executive Director of CUTS International India). The course focuses on the evolution and role of economic diplomacy in international affairs, the role of different state and non-state actors, and how a good diplomatic system works with all the key stakeholders.

Participants learned practical skills related to running a commercial or economic section, and to working with commerce chambers of individual enterprises. They also learned about promoting business delegation exchanges, and participating in trade exhibitions. The course was designed to help participants assess current trends in the framework conditions of international trade and other economic exchanges. Twenty-one participants took part and results of the post-course questionnaire showed that they appreciated the course, in particular the experience

and expertise of the course lecturers, the clearly written course materials, and the level of interaction with lecturers and other participants. Based on participant feedback, the course was updated and delivered a second time starting in October 2013.

Diplo's course on **Development Diplomacy** has been running since 2008. In 2013, a new lecturing team, consisting of Ms Dominique Hempel Rodas and Mr Louis J. Currat took responsibility for this course. They thoroughly revised the existing materials with a new focus on the Post-2015 Development Agenda. Course topic included Types, Forms and Instruments of Development Diplomacy; Multilateral Development Cooperation and Diplomacy; A View from Partner Countries (middle- and low-income countries); The Donor Perspective; The Role of Diplomats in International Development Cooperation; From the Millennium Development Goals to the Sustainable Development Goals and the Post-2015 Development Agenda; and Recurrent Criticism of Development Aid and Future Challenges.

### Internet governance courses

**The Introduction to IG** course was offered as a Diplo certificate course, and as a University of Malta (UoM) accredited course. It is a required course for the Master in Contemporary Diplomacy with a focus on IG. The modules are

set up with the first week covering a general introduction by participants and the online classroom team plus an exercise familiarising participants with the learning platform, the methodology used, and the expectations we have of them. Later, an overview of IG policies, processes, and actors is given with an introduction of how the content of the course is divided into five thematic baskets. Each basket focuses on a specific perspective addressing issues related to infrastructure and standardisation, legal aspects, economic perspectives, development issues, and sociocultural issues.

Several ten-week online advanced thematic courses followed the introductory course, meeting the needs of participants who wished to work in depth on specific global IG and policy issues and to focus more on issues of special concern to them. The objective was to allow participants to move beyond the basics where a broad range of topics was generally introduced to tackling issues more concretely with the help of qualified experts.

Advanced thematic courses were delivered in Cybersecurity and Critical Internet Infrastructure (both offered as UoM accredited courses, and as part of the Master in Contemporary Diplomacy), Privacy and Personal Data Protection, and ICT Strategy (these last two were offered as Diplo certificate courses).



# Cooperation

In 2013, we realised a UNDP contract to develop and deliver an interactive tutored online course on **Capacity Development** based on the LenCD (Learning Network on Capacity Development) Learning Package on Capacity Development. Guided by a steering

group from LenCD, the Swiss Agency for Development and Cooperation (SDC), Die Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), and the UNDP, the course was successfully developed and delivered to 21 successful candidates and

discussions are underway about offering the course again in 2014.

We continued our cooperation with the Graduate Institute of International and Development Studies, Geneva, continued



to offer an online course on **Global Health Diplomacy** for World Health Organization (WHO) heads of country offices worldwide and with the International Federation of Red Cross and Red Crescent Societies (IFRC) continued to run the 12-week online diploma course on **Humanitarian Diplomacy**.

Ongoing cooperation with ministries of foreign affairs from Mexico (formal agreement), South Africa, Ethiopia, Guyana, Trinidad and Tobago, and Barbados testifies to Diplo's position as a diplomatic training academy for many countries. Diplo has become the solution for effective online diplomatic training for many countries. Two new initiatives – the Asia-Europe Public Diplomacy Training Initiative and the Capacity Development Programme for Pacific Island States (CD Pacific) – aim to strengthen the participation in International-Geneva-related multilateral diplomacy.

Diplo has been cooperating with the Azerbaijan Diplomatic Academy (ADA) in Baku since 2008, offering both online and face-to-face training, in particular in the area of protocol and etiquette. In 2013, the ADA contracted Diplo to run a workshop on business protocol and etiquette in Baku 5–7 November. The workshop was delivered by Diplo faculty member Mr Olaph Terrible.

Since 2010 Diplo has been providing training programmes on diplomacy for the Ministry of

Foreign Affairs of Bahrain. In 2013, Diplo was invited to submit a proposal for an executive workshop on conflict resolution during the ministry's Heads of Mission Conference. The proposal was accepted, and the training course was developed and delivered in December by Diplo faculty members Mrs Liz Galvez and Ambassador Kishan Rana.

The cooperation with Hivos on the Internet governance programme for MENA started with the involvement of a Diplo expert as a lecturer during IG training in Tunis. The training was held from 16 to 19 March 2013, and gathered about 50 youth activists from Iraq, Iran, Egypt, Syria, Tunisia, Libya, Oman, and Lebanon who represented civil society actors, bloggers, journalists, legal advisors, public sector employees and private sector companies operating in the Internet industry or the technical community.

The cooperation continued in the form of the **Hivos IGMENA 2013** programme, consisting of two main elements: a foundation course, an **Introduction to Internet governance**, delivered in an interactive virtual classroom of 15 participants, with a **10-week online course commitment**; and an advanced thematic course (still ongoing), exploring a selection of topics in more detail, with an emphasis on their relationship to human rights and IGMENA, with the inclusion of human rights experts from Africa, Pacific and the Caribbean (APC).

In cooperation with Hivos and the Tunisian Internet Agency, another short onsite training session was organised by Diplo during the *Freedom Online* conference in Tunisia. The high level session on IG took place on 16 June, and provided a mapping of global and regional Internet governance challenges to 20 officials and representatives of public institutions from the MENA region.

Following the cooperation on a session on cybersecurity at the Belgrade Security Forum of 2012 and subsequent direct contacts and meetings, Diplo was contracted by the Geneva Centre for the Democratic Control of Armed Forces (DCAF) to provide advisory support on cybersecurity for a period of 12 months. Diplo was also contracted to develop a proposal for a Cybersecurity Observatory – a possible project that may be further developed jointly by DCAF and Diplo.

Responding to a call by the Swiss EDA for a study on IG and a possible Swiss position in this process, Diplo prepared the offer and was afterwards chosen to deliver the study during the summer period. A team of Diplo lecturers and experts worked on preparing and researching the study as needed for three months; after a number of useful communications with the EDA on the desired focus, a detailed and well presented final study document was submitted. The study was well received by the EDA.



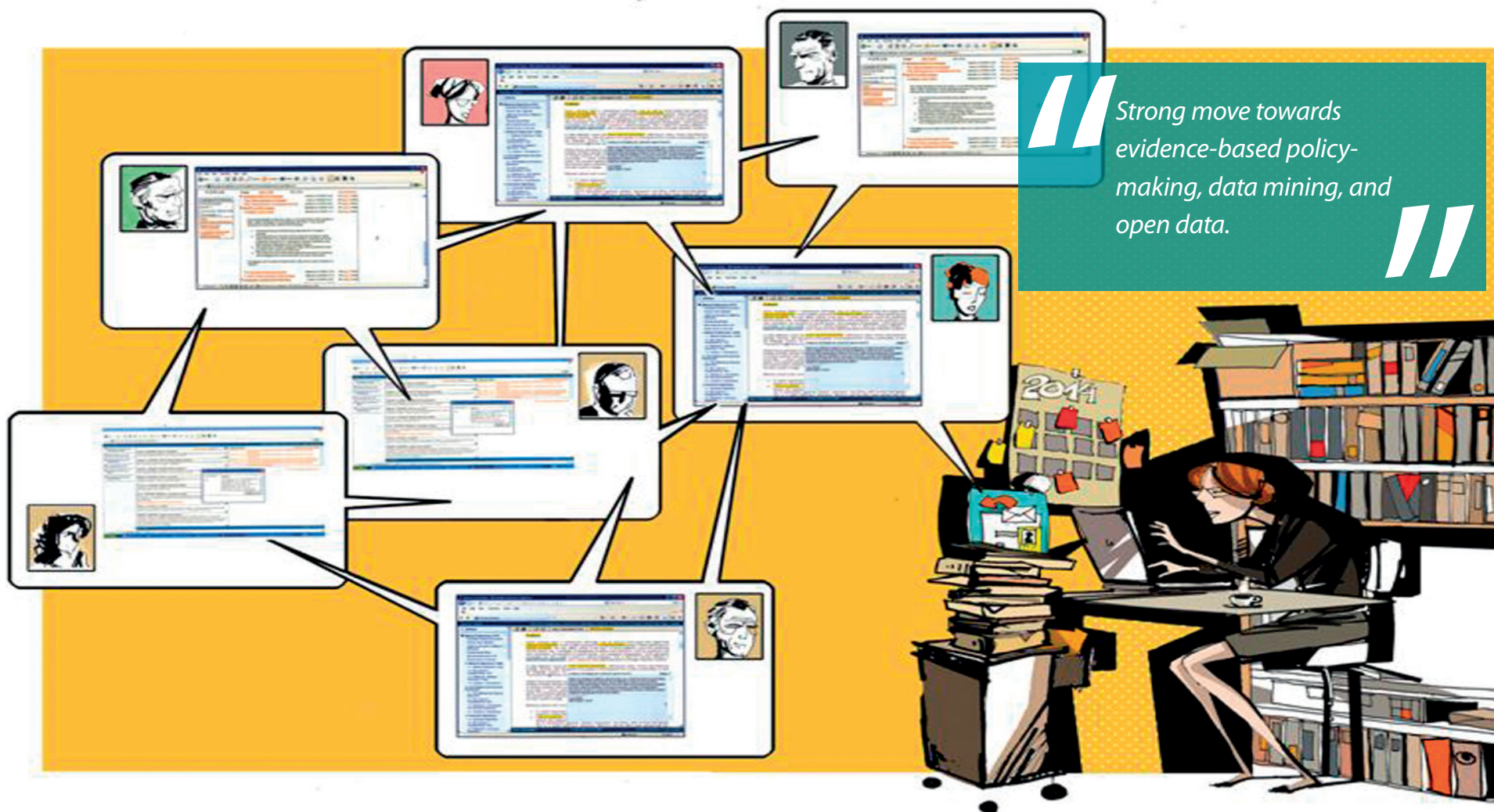
Dr Jovan Kurbalija and Vladimir Radunovic participated in a very successful panel on cybersecurity at the **Belgrade Security Forum** in September. The cybersecurity panel addressed three main aspects of cybersecurity: What are the main cybersecurity threats? Who are the main players? How is cybersecurity performed? The panel was organised by

DCAF and the BSF with the support of DiploFoundation. For more information see [the Background note on cybersecurity](#) and [Diplo's cybersecurity website](#).

At the **African Internet/ICT Week** in December, Diplo – as the partner organisation – delivered an awareness-building session

on IG and e-diplomacy for ministers and ambassadors of African countries. Dr Jovan Kurbalija also moderated the High Level Panel on Internet governance. We were also asked to prepare a short background paper on IG Issues, Actors and Processes.

*“Strong move towards evidence-based policy-making, data mining, and open data.”*





# Global presence

Diplo has a presence in both real and online space. Alumni, lecturers, and students are based in 189 countries from Pacific Island states to Latin America. Diplo's online presence increased in 2013 by 70% compared to 2012. Our active presence on Twitter is reflected in the following our various channels have attracted (nearly 12 000 followers) and on

Facebook with thousands of likes and close to 1000 friends. The numbers following up on LinkedIn doubled to over 600 users in 2013.

Predictably, Diplo's audience is worldwide, with particular concentrations in the USA, the UK, India, Pakistan, the Philippines, Canada, Indonesia, Australia, and Switzerland. One of

the findings from the analysis of 2013 data is that collaborating with other organisations around events is an effective way to concentrate communication interest, as we did for the **Geneva e-participation day**, for example. It is gratifying and interesting to see so many visitors from places where Diplo hasn't actually organised or been a partner in





events. The pattern must instead reflect the influence of Diplo's alumni and faculty.

Overall, Twitter and Facebook have brought in more and more visitors (73% and 58% more than in 2012, respectively). Yet, like most sites, Google is by far Diplo's largest source of visitors (60%). In terms of the Web, and connecting all strands of Diplo's activities, encouraging traffic back to the site remains a key goal.

The most dynamic is the interplay between *in situ* and online activities. In Geneva, our *in situ* activities are supported with online

communication prior to and after events. Online and *in situ* engagement has facilitated development of the community and the list of 600 professionals and diplomats interested in our activities in Geneva.

Diplo's online presence combines dynamic (just-in-time) Twitter communication and a more reflective blog space.

Diplo's @eDiplomat Twitter account has exploded to over 5000 followers, including a great number of formal accounts of MFAs (e.g. UK, France, Sweden, Norway, EEAS, Russia, Israel, Azerbaijan, US State Department

eDiplomacy), missions, ambassadors, diplomats, and distinguished professionals in the field. This success comes as a result of smart and substantive tweeting that was based on the high-quality content produced in house.

Diplo's blog space features reflections on developments in diplomacy and Internet governance. For example, our e-diplomacy channel featured 57 blog posts in 2013. The space offers a forum for those who wish to discuss various aspects of diplomacy, climate change, and IG-related topics and gives voice to a broad spectrum of reflections.



“ Official inauguration of CD Pacific by the Prime Minister of Vanuatu and Foreign Minister of Switzerland: testimony to Diplo's reach, with alumni from all continents and 189 countries. ”

# Breaking ground

## Language

The pilot research project on analysing the transcripts from the IGF meetings continued for the IGF in Bali. A new search engine was developed for easier queries by the Diplo IG team, and a real-time feed and analysis of IGF Bali transcripts was implemented, providing brief early reports during the public IGF session organised by Diplo on this occasion. The project was recognised by a Friends of the IGF (FoIGF) coalition of institutions working on improving the visibility of IGF content (especially videos from the sessions) and Diplo joined this work assisting the coalition with a tagging system, also discussing the possible use of IGF Language project results and approaches for future FoIGF work.

## E-diplomacy

Continuing the efforts to promote e-diplomacy, in 2013 Diplo organised a regular online course and several awareness-raising events, and pursued vivid online communications. The focus shifted to e-participation, creating a Geneva-based

community interested in e-diplomacy, and extending the visibility of our knowledge through webinars and social media.

## E-participation activities

Recognising the growing interest of international organisations and other institutions in establishing remote participation tools for major meetings, we offered to share our knowledge and assist those interested in developing comprehensive e-participation approaches.

On a practical level, Diplo assisted UNESCO with its complex e-participation endeavour. Within the framework of providing universal access to information for sustainable development, UNESCO organised the WSIS+10 Review Meeting in Paris in February. Diplo provided remote consultancy, online training, guidelines, a remote participation website, and *in situ* support for the meeting, assisting the UNESCO **remote participation** with set-up and implementation and troubleshooting during the event.

As the milestone event in this area, Diplo organised an E-Participation Day as part of

the Geneva e-diplomacy platform and built on the 2012 e-diplomacy day in Geneva. **The E-participation Day: Towards a more open UN?** was held at the premises of the Geneva Centre for Security Policy (GCSP) in June, in partnership with Permanent Missions to the UN of Switzerland and Malta, the International Telecommunication Union (ITU), the GCSP, and Media Vision. About 100 diplomats and professionals from Geneva, alongside many more around the globe who followed the event via remote participation tools, took part in discussions about e-participation trends and opportunities for international organisations and other institutions. WHO, the ITU, ICANN, and UNESCO shared their experiences with remote participation for major events; the break-out sessions focused on the use of social media – and especially Twitter – in and by international organisations, the importance of open data, and diplomatic immunities and protocol in the Internet era. The afternoon session was devoted to the impact of open government, open data, and citizen engagement on the work of international organisations. The event benefited from a number of background blogs prepared by Diplo experts throughout the year, while the participants (and those that were not able to participate) benefited from the video recordings



posted on the Web afterwards. To preserve this community interested in e-participation, an e-list was created for follow-up activities.

The **6th Excellence in Diplomacy – Young Leadership Diplomatic Seminar** was organised by the Diplomatic Academy Koča Popović of the Ministry of Foreign Affairs of the Republic of Serbia. The seminar has gathered over 40 of the best students from 15 diplomatic academies in Europe and beyond. Diplo was invited as a guest speaker to address the Evolution of Diplomacy and Technology, with a focus on e-diplomacy and digital diplomacy challenges. Our interactive and innovative approach resonated well with young diplomats who were keen to find out more.

Diplo delivered a session on e-diplomacy within the **6th Montenegrin Summer School for Young Diplomats** *Gavro Vukovic*, which gathered some 50 young representatives of MFA services from over 30 countries. An innovative delivery concept was introduced, combining remote video interventions by Dr Jovan Kurbalija with an *in situ* lecture by Vladimir Radunovic. The session mapped the three key aspects of e-diplomacy: the Internet as a driver for the changing environment of diplomatic activities (multistakeholder environment), the Internet as a topic on the diplomatic agenda (IG), and the Internet as a tool for the delivery of diplomatic activities (e-tools).

In context of a celebration of the 50th anniversary of the African Union, the African Union Commission organised the **African Internet/ ICT Week** in Addis Ababa 4–6 December. As one of the partner organisations, Diplo was invited to deliver an awareness-building session on IG and e-diplomacy for ministers and ambassadors of African countries. Dr Jovan Kurbalija also moderated the High Level Panel on Internet Governance, with distinguished panellists from the US State Department, the Brazilian MFA, and ISOC.

Dr Jovan Kurbalija delivered a session on the latest developments in e-diplomacy at the European External Action Service (EEAS) during a course on Public Diplomacy & Relations with the Media. The course was attended by EEAS staff at headquarters and in delegations, and diplomatic services of member states. The session discussed Internet-driven changes in the global environment of today's diplomacy, and the emergence of new topics on diplomatic agendas (Internet governance, cyber-politics, cyber-war).

At the Panel on **Diplomacy 2.0, Geneva, Switzerland**, in February, Dr Jovan Kurbalija spoke about an impact of the Internet on diplomacy, with Ambassador of the United States Laura E. Kennedy and Ambassador Paivi Kairamo of Finland. The panel was organised by the Geneva Center for Security Policy.

As the part of European Cyber Security Month, the EU Agency for Network and Information Security (ENISA), and the Register of National Internet Domain Names of Serbia (RNIDS) partnered with Diplo to organise an exhibition:

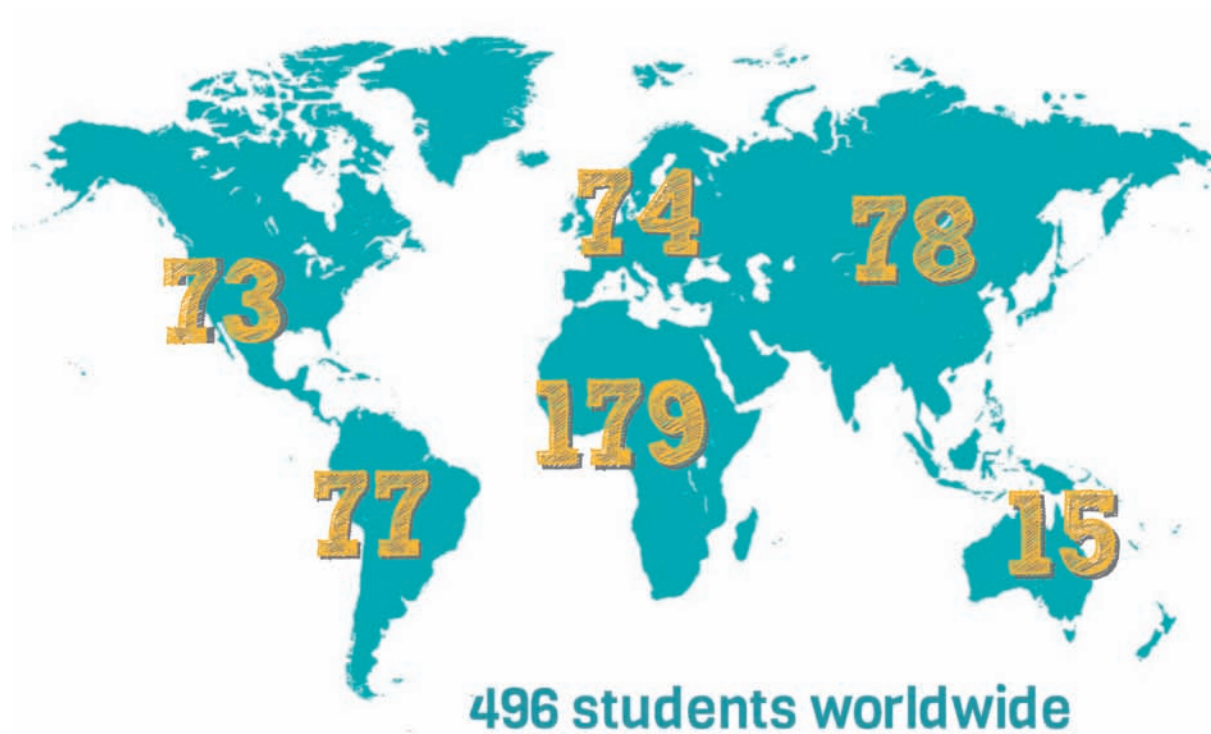
**History of telecommunications security; from smoke signals to the Internet.**

The exhibition featured the e-diplomacy illustrations produced by Diplo's artist Vladimir Veljasevic, which were also put in the context of cybersecurity. It aimed to show that everything that was once true about smoke signals and carrier pigeons still holds for the networked world of the Internet today, including diplomacy; it is just more complex.

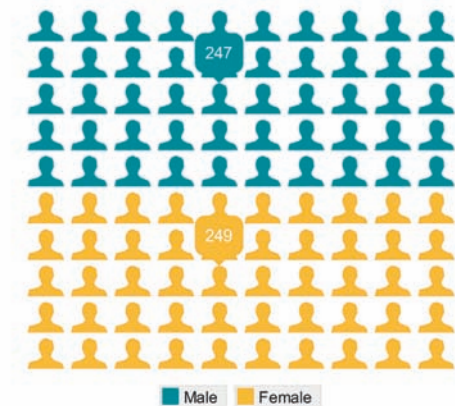
**The Foraus 2013 Seminar, under the motto Young Vision for Swiss Foreign Policy**

gathered young diplomats, researchers, and others interested in the question of diplomacy and foreign policy. Diplo was invited to participate in a panel on e-diplomacy, which attracted a lot of attention. Together with Matthias Lufkens of Burson-marsteller and Swiss Ambassador Alexandre Fasel, Dr Jovan Kurbalija mapped the impact of the Internet on diplomacy; he focused on the changing environment for diplomatic activities (the impact of the Internet on the concept of power, legitimacy, and sovereignty), new topics on diplomatic agendas (Internet governance, digital politics) and new tools for diplomats (social media, data mining).

## Diplo in numbers (2013)



**496** students  
from **132** countries  
**28** followed  
online courses

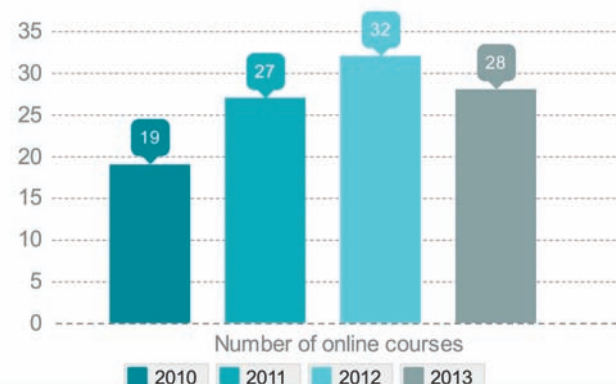


**28982** online annotations  
were made

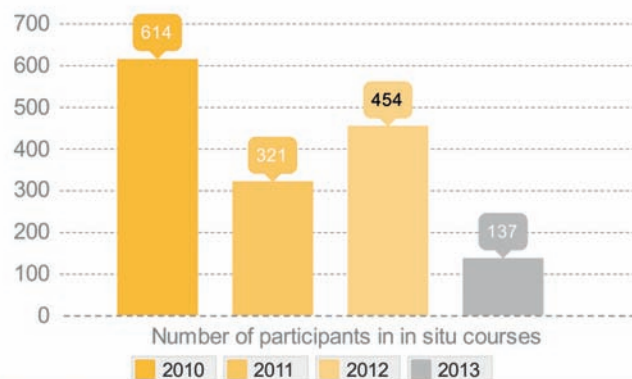
**1240** people  
followed **32** webinars



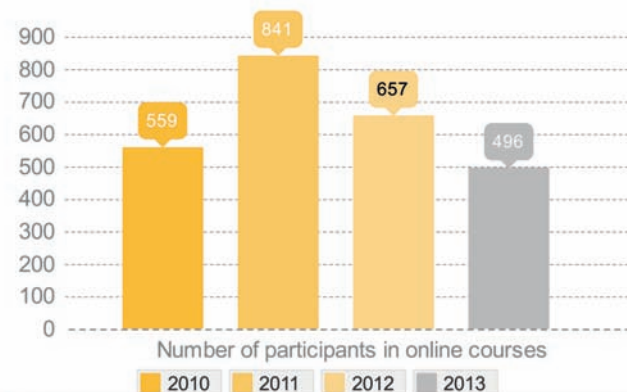
Number of countries in online courses



Number of online courses



Number of participants in in situ courses



Number of participants in online courses



# Financial report

This Draft Statement will be submitted to the Board of Administrators for approval at the Annual Meeting (June 2014).

## STATEMENT OF FINANCIAL POSITION – SUMMARY

As at 31 December 2013

	2013		2012	
	€	€	€	€
<b>ASSETS</b>				
<b>Fixed assets</b>				
Tangible assets		<u>2,767</u>		<u>3,443</u>
<b>Current assets</b>				
Debtors	71,313		160,504	
Cash and bank balances	<u>555,333</u>		<u>1,142,608</u>	
		<u>626,646</u>		<u>1,303,112</u>
<b>TOTAL ASSETS</b>		<b><u>629,413</u></b>		<b><u>1,306,555</u></b>
<b>FUNDS AND LIABILITIES</b>				
<b>Funds</b>				
Founders' fund	23,294		23,294	
Capital assets fund	2,767		3,433	
General fund	<u>406,233</u>		<u>673,320</u>	
		<b><u>432,294</u></b>		<b><u>700,057</u></b>
<b>Current liabilities</b>				
Funds received in advance	127,560		478,598	
Other creditors	<u>69,559</u>		<u>127,900</u>	
		<b><u>197,119</u></b>		<b><u>606,498</u></b>
<b>TOTAL FUNDS AND LIABILITIES</b>		<b><u>629,413</u></b>		<b><u>1,306,555</u></b>

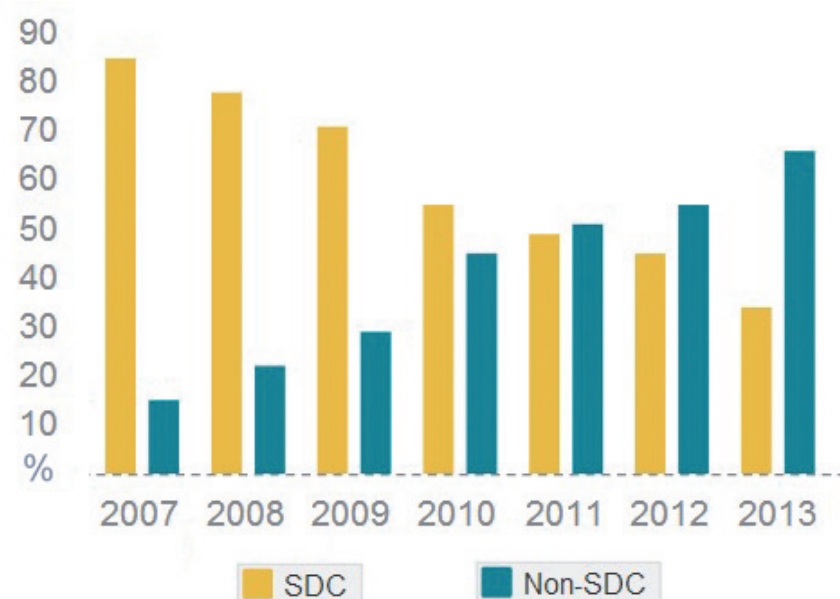
## INCOME STATEMENT – SUMMARY

As at 31 December 2013

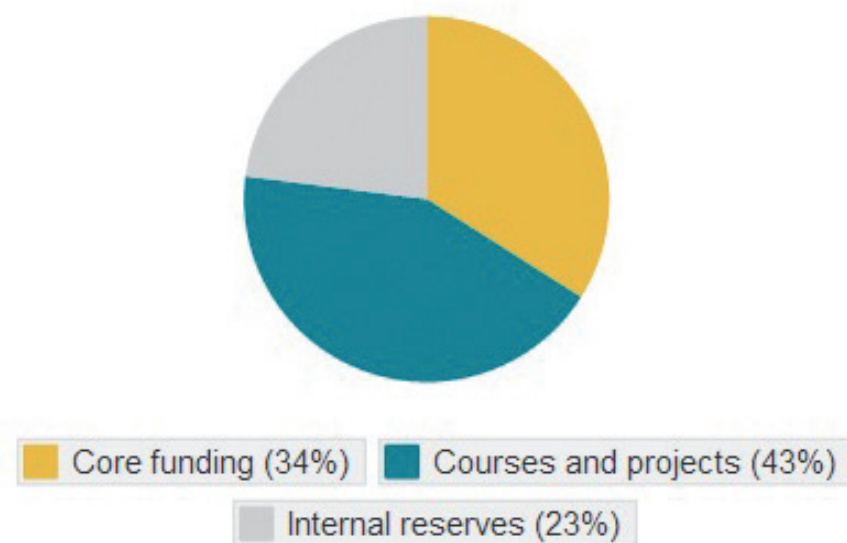
	€
Core funding	423,347
Courses, projects and other income	543,683
Total INCOME	967,030
Total EXPENSES	1,238,951
Surplus/Deficit	- 271,291
General fund	406,233

The Summary Financial Report represents an extract from the audited financial statements of DiploFoundation for the year ended 31 December 2013. The auditors' report for these financial statements will be published with the approved financial statements following the Annual Meeting of the Board of Administrators.

### Diversifying funding



### Funding sources for 2013 activities



# People













Among the top 100 NGOs in the world in 2012

Alumni from 189 countries

Leading provider of Internet governance training

De facto diplomatic academy for small island states

*Core support provided by Diplo's founders:*

Swiss Agency for Development and Cooperation –  
Federal Department of Foreign Affairs

Ministry of Foreign Affairs of Malta

