



DIPLO

**Annual Report
2011**



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TOWARDS MORE DIVERSE AND SUSTAINABLE FUNDING

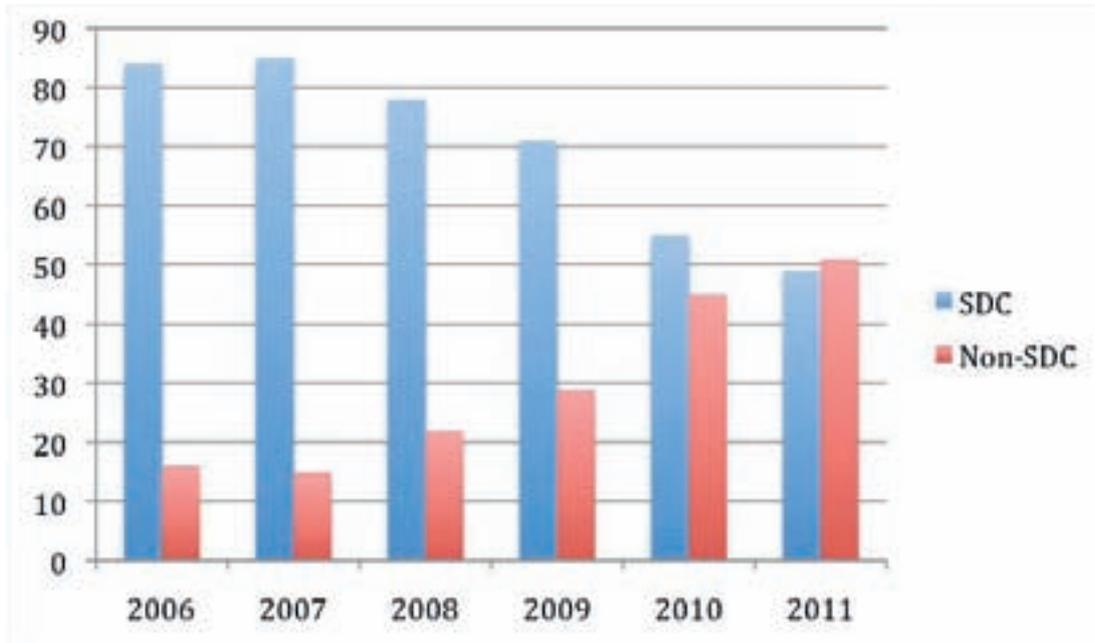


Figure 1: Evolution of SDC's contribution in overall funding

Since Diplo was founded in 2002, the Swiss Development Corporation (SDC) has contributed core financial support. Over the last few years, Diplo has diversified funding through the development of new partnerships, and attracting more paying participants to training courses. As a result, Diplo has reduced the proportion of SDC's contribution to its overall funding from 84% in 2006 to 48% in 2011 (Figure 1).

Survey 3: Diplo's budget

	2006	2007	2008	2009	2010	2011
Annual budget (in CHF)	1 892 619	1 607 109	1 677 398	2 026 633	2 563 445	2 052 948 ¹

¹ As of 2011 Diplo's accounting is in euro. The amount in Chf was calculated on the average exchange rate €1 = 1.2 Chf.

1. Introduction

On 4 January 2011, Tunisian street vendor Mohamed Bouazizi died after setting himself on fire a month earlier, sparking anti-government protests in Tunisia and subsequently in other Arab nations. These protests become known collectively as the Arab Spring. Ten days later, the Tunisian government fell. A month later, on 11 February, Egyptian President Hosni Mubarak resigned. In March, the King of Bahrain declared a three-month state of emergency. And the year continued.

Occupy and other protest movements took over the squares of European and US cities in the protest against the handling of the financial crisis. In all this, social media played an important role. People on the ground used Twitter, Facebook, YouTube, and blog sites to get their message to the outside world, to organise themselves, to spread the word. Attempts by governments to keep a lid on such viral communication fell flat. One of the lasting legacies of these events is living proof of the empowering nature of social media.

Against this backdrop, we commissioned a redesign of our website so that we, too, could more fully engage with Web 2.0. The days of simply broadcasting information are over. Interaction and interpersonal communication are the future. Whether we communicate via 140 character Tweets or 800-word blog posts or simple Facebook updates, social media is leaving a lasting impression on our interaction. Launched towards the end of the year, we are already seeing the huge impact it has had.

One of Diplo's key capacity development ingredients is community building, fostering active networks that give voice to those who have traditionally been excluded from public policy debate, whether by virtue of their location, their access, or their knowledge. Two key publications in 2011 bear witness to the effect we are having throughout the world: *Emerging Leaders for the Digital World* showcases Diplo alumni who have gone on to play key roles in the world of Internet governance; the *Book of Abstracts* testifies to what can be accomplished when people are empowered to research specific policy areas that are relevant to their worlds.

September 2011 saw the culmination of a very successful partnership with the EU ACP programme – *Capacity Building Programme and Community Development in Internet Governance and ICT Policy for Intra-ACP regional and sub-regional institutions* – during which over 500 participants successfully completed our online courses in Internet governance. You can read more about this in the following pages.

We continue to expand our portfolio of diplomacy-related courses, thus meeting the evolving needs of diplomats across the world. In 2011, we offered *Multilateral Diplomacy: Current Issues* in the UN for the first time and developed a course on *Diplomatic Protocol* to run in 2012. Our texts are regularly updated and our complement of lecturers is growing; we recognise the importance of staying current and, where possible, as with our e-diplomacy initiative, charting the way forward.

None of this would have been achieved without our myriad supporters and friends, our faculty, our staff, and our alumni. Together we will ensure that Diplo continues to meet the needs of its public in 2012 and the years ahead.

Jovan Kurbalija
Director
DiploFoundation

2. 2010 in Numbers – Online Training

841

participants

from 129 countries

male: 499

female: 342

- diplomats
- civil servants
- NGO staff
- academics
- business people

Followed

27

- online courses
- blended courses
- online research

courses and programmes

17 diplomacy courses

10 Internet governance courses

Made

34683

asked questions or made comments

online entries

841

course participants (342 female, 499 male) *from*

213

Diplomatic services

201

Government

121

Academia

103

Civil society

94

Business sector

85

International organisations

9

Media

15

Others

3. 2011 in numbers – *In situ* training workshops

321 participants followed **16** *in situ* training workshops

DATE	COURSE/WORKSHOP TITLE	PARTNER	VENUE
28–30 March 6–10 June 28–30 November	Diplomatic Protocol and Etiquette	Azerbaijan Diplomatic Academy (ADA)	Baku, Azerbaijan
11–15 April	Public Diplomacy	South Africa's Department of International Relations and Cooperation (DIRCO)	Pretoria, South Africa
19–20 April	Public Diplomacy	South Africa's Department of International Relations and Cooperation (DIRCO)	Cape Town, South Africa
15 July 12 December	Diplomatic Protocol and Etiquette	European External Action Service (EEAS), European Institute of Public Administration (EIPA)	Brussels, Belgium
2–6 Oct 9–13 October 16–17 October 18–20 October 23–27 October 30 October–3 November	Mid-Career Training Programme: Diplomacy of Small States; Advanced Negotiations; Multilateral Diplomacy; E-diplomacy; Development Diplomacy; Advanced Public Diplomacy	Ministry of Foreign Affairs of the Kingdom of Bahrain	Manama, Bahrain
29 November– 2 December	Diplomatic English	Ministry of Foreign Affairs and European Integration of the Republic of Moldova	Chisinau, Moldova
7–10 December	Diplomatic Protocol and Etiquette	Ministry of Foreign Affairs and European Integration of the Republic of Moldova	Chisinau, Moldova
1–2 December	Consular Crisis Management	Azerbaijan Diplomatic Academy (ADA)	Baku, Azerbaijan

269 participants followed 8 IG/ACP *in situ* training workshops

DATE	COURSE/WORKSHOP TITLE	PARTNER	VENUE
6 April 6–8 April	E-diplomacy Workshop on Internet Governance and ICT Policy	African Union and United Nations Economic Commission for Africa (UNECA)	Addis Ababa, Ethiopia
12–14 April	Workshop on Internet Governance and ICT Policy	NEPAD	Pretoria, South Africa
14–15 June	Workshop on Internet Governance and ICT Policy	Caribbean Telecommunications Union (CTU)	St Kitts and Nevis
28–29 June	Workshop on Internet Governance and ICT Policy	Burundi Youth Training Centre (BYTC)	Bujumbura, Burundi
10–11 August	Workshop on Internet Governance and ICT Policy	Centre Africain de Complémentarité Scolaire-Universitaire et de Promotion (CACSUP)	Brazzaville, Congo
12 August	Workshop on Internet Governance and ICT Policy	Burundi Youth Training Centre (BYTC)	Port au Prince, Haiti
5 December	Workshop on Internet Governance	Council of Europe	Brussels, Belgium

4. Courses

In 2011, 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 credits which may later be applied towards the Master/Postgraduate Diploma in Contemporary Diplomacy).
3. As part of the Master/Postgraduate Diploma in Contemporary Diplomacy offered in cooperation with the University of Malta.

Highlights of our achievements for 2011 include:

- Significantly increasing the number of online course participants since 2010 (559 in 2010 up to 841 in 2011 – counting both diplomacy and Internet governance online courses).
- Developing one new course: Diplomatic Protocol and Etiquette (first delivery in spring 2012).
- Delivering, for the first time, our new course Multilateral Diplomacy II: Current Issues in the United Nations (developed in 2010).
- Creating a new partnership for online learning with the International Federation of Red Cross and Red Crescent Societies (IFRC) – see the Cooperation section for more details.
- Delivering face-to-face diplomacy training for several new partners.
- Working intensively on a new online classroom (scheduled for launch in spring 2012) – see the Tools section for more details.
- Improving our course advertising through our new website, with better presentation and navigation of course information – see the Diplo interactive section for more details.

4.1. MASTER/POSTGRADUATE DIPLOMA IN CONTEMPORARY DIPLOMACY

In 2011, 17 participants began the Master/Postgraduate Diploma in Contemporary Diplomacy, a well-established programme offered in cooperation with the University of Malta. Diplo offered partial scholarship assistance (ranging from 20 to 60% reduction in fees) to seven participants; five from African countries and two from the Caribbean. Table 1 shows the geographical distribution of participants.

Table 1: Geographical distribution of Master/PGD 2011 participants.

Africa	7
Europe	5
Caribbean/Central America	3
North America	2

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, speech and document drafting, negotiation, public diplomacy, media skills, diplomatic protocol, and consular crisis management. Participants were also introduced to the online classroom and learned study skills specific to online learning.

During the online phase, participants selected five courses from those on offer. Participation in online courses is via Diplo's online classroom, accessed over the Internet. Participants read lecture texts and make hypertext entries, consult additional resources, take part in asynchronous discussion forums, attend online sessions using chat software, and complete assignments. The following online courses were offered to Master/PGD participants in the 2011 programme:

- 21st Century Diplomacy
- Bilateral Diplomacy
- Consular Diplomacy (added to the Master/PGD programme in 2011)
- Development Diplomacy
- Diplomacy of Small States
- Diplomatic Law: Privileges and Immunities
- Diplomatic Theory and Practice
- E-diplomacy
- Language and Diplomacy
- Multilateral Diplomacy
- Multilateral Diplomacy II: Current Issues in the United Nations (new)
- Public Diplomacy

MASTER'S DISSERTATIONS

Dissertation work involves individual research and writing, in close (online) contact with a supervisor. Candidates are expected to prepare and submit a 20 000 to 25 000-word dissertation over a period of four months (full-time) or eight months (part-time).

In 2011, ten of the thirteen participants who began the Master/PGD programme in 2010 began to write their dissertations. In addition, two previous PGD graduates re-enrolled in order to write their dissertations and upgrade to Master's level. Table 2 lists the candidates and their research topics.

Table 2: 2011 Master's degree candidates and research topics

Name	PGD year	Country	Dissertation title
Christine Caruana	2010	Malta	<i>Sino-Maltese bilateral relations in the last 39 years. An analysis of the contribution of the Sino-Maltese bilateral relations towards Malta's economic, political and social development</i>
Garry Cronan	2010	Australia	<i>Global diplomacy and policy development in the Web 2 age</i>
Ishmael Tsholofelo Dabutha	2010	Botswana	<i>Regional diplomacy in Southern Africa: Complementing national development through regional integration – Challenges and opportunities</i>
Ahamefule Eluwa	2010	Nigeria	<i>The role of diplomacy in the challenges to maritime security cooperation in the gulf of Guinea: A case study of Nigeria</i>
Christian Faure	2010	Seychelles	<i>Graduating from Least Developed Country (LDC) status to Middle income Country (MIC) Status: the Seychelles Case</i>
Moshe Dayan Karbo Abayifaa	2010	Ghana	<i>Change and reform: A history of Ghana's foreign relations and the MFA</i>
Dumisani Moses Mabizela	2010	South Africa	<i>The limits of international mediation in addressing the root causes of the conflict: Case study on the Lancaster House Conference on Zimbabwe's independence</i>
Abdulbasit Mukhtar	2010	Nigeria	<i>Contact group diplomacy in the Organization of the Islamic Conference (OIC)</i>
Wadzanai Nhongo	2010	Zimbabwe	<i>The role of regional cooperation in eradicating poverty and aid dependency in East Africa</i>
Nancy Nicholas	2010	Saint Lucia	<i>Diplomacy in a state of embargo – The case of Cuba</i>
Nabil Ali Saleh Shehada	1999	Palestine	<i>The imperial component in Iran's foreign policy: Towards Arab Mashreq and Arab Gulf States</i>
David Kavanagh	2007	Ireland	<i>Taiwan, the Kosovo of Asia? A comparison and contrast of Taiwan and Kosovo.</i>

Of the twelve candidates who began work on their dissertations in 2011, one submitted his work and graduated in November 2011; three submitted their dissertations and are awaiting examination results (they will most likely graduate in 2012); one is still working on the dissertation; five withdrew from the programme and will graduate with the PGD in 2012; and two requested suspension of studies (and will resume in 2012 or 2013).

After assessment and approval by the University of Malta, completed dissertations are added to Diplo's online [dissertation library](#) (with the author's permission).

GRADUATION

In November 2011, the University of Malta awarded the PGD in Contemporary Diplomacy to ten Diplo students who began studies in 2009 and 2010, and the Master in Contemporary Diplomacy to nine Diplo students who began dissertation work between October 2009 and February 2011. In November 2010, the University of Malta awarded the Master in Contemporary Diplomacy to nineteen Diplo students who began dissertation work between February 2008 and February 2010, (eight distinctions, ten merits, and one pass).

4.2. EXPANDING THE ONLINE COURSE CATALOGUE

DIPLOMATIC PROTOCOL AND ETIQUETTE – A NEW ONLINE COURSE

In 2011, Diplo was fortunate to have Mr Olaph Terribile, former Director of Protocol for the Maltese government, seconded to work as a lecturer and course developer. Mr Terribile developed an online course on Diplomatic Protocol and Etiquette. Protocol involves etiquette on a local and international scale, and the practice of good manners on a daily basis. It evolved as a result of old traditions, when in the early days of civilization hospitality was extended to an arriving guest. Today it is particularly important because it not only covers the ceremonial rules that are followed during official functions and how to behave on these special occasions, it also provides a set of established rules of courteousness that are to be respected in society. This course introduces participants to the ceremonial aspect of protocol procedures, behaviour of etiquette, rules of courteousness in society, and respect for precedence. It also helps business executives master the basics of etiquette and get a better understanding of multicultural manners.

The online course covers:

1. Introduction to protocol and etiquette
2. Introductions and business cards
3. Establishment of diplomatic relations and presentation of credentials
4. Order of precedence, titles, and forms of address
5. Invitations
6. Attending events and planning table seating
7. Entertaining
8. State visits

More information, include course learning objectives, can be found online at <http://www.diplomacy.edu/courses/Protocol>. The first session of the course will be run starting in May 2012.

MULTILATERAL DIPLOMACY II: CURRENT ISSUES IN THE UNITED NATIONS – FIRST DELIVERY

In 2010, Diplo worked with Dr Petru Dumitriu and Mr Amr Aljowaily, both experienced faculty members and practicing diplomats, to develop an advanced multilateral diplomacy course focused on current issues in the United Nations. The course description is available at <http://www.diplomacy.edu/courses/multilateral2>

The pilot session of this course ran starting in February 2011 for a group of 11 participants. Results of the post-course questionnaire showed that participants were very positive about the course, especially regarding the level of interaction between themselves and the lecturers, the course content and its overall comprehensiveness. Participants appreciated the level of experience from both the lecturers and other participants, and the helpfulness of the course coordinator. They praised the lecturers for their attention to responding to hypertext entries and moderating the online sessions, and their personal approach to each student's interests and concerns. They found the lecturers' experience and practical examples useful for understanding the topics and following the course. Many found the course workload a bit too heavy. This issue will be addressed in the February 2012 session by reducing the length of some of the weekly assignments.

New courses developed in cooperation with other institutions are described under the 'Cooperation in Online Learning' section.

4.3. FACE-TO-FACE DIPLOMACY TRAINING

CLIMATE CHANGE DIPLOMACY

Demand for face-to-face workshops on different diplomacy topics has grown during recent years, mainly as a result of Diplo's reputation in the field of online diplomatic training. Diplo's faculty members delivered the following face-to-face diplomacy courses in 2011.

SOUTH AFRICA DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION (DIRCO)

Following the contract signed on 22 February 2011 by South Africa's Department of International Relations and Cooperation (DIRCO) and DiploFoundation to implement training activities in public diplomacy, DiploFoundation partnered with DIRCO to offer two *in situ* training courses on public diplomacy in April 2011:

- A five-day workshop for 30 senior officials from DIRCO as well as other partner departments, held at DIRCO premises, Pretoria, 11–15 April 2011
- A two-day workshop for Parliamentarians (Portfolio Committee on International Relations and Cooperation), held in Cape Town, 19–20 April 2011

As part of the same initiative, Diplo delivered an online course on public diplomacy to a group of junior South African diplomats in spring 2011.

The five-day workshop in Pretoria aimed to provide South African senior managers with the knowledge and skills to promote South Africa effectively in the international sphere using contemporary public diplomacy techniques and tools. The workshop provided a comprehensive introduction to public diplomacy, including political and strategic preparations, organisation and diplomatic support, language and persuasion, and e-diplomacy. The underlying theme was South Africa's public diplomacy strategy for the upcoming Climate Change Summit (Durban, 28 November to 9 December 2011).

The shorter Cape Town workshop for parliamentarians aimed at raising awareness of the role of public diplomacy as part of parliamentary diplomacy in today's fast-changing world. The workshop addressed both specific management and implementation aspects (for example, the use of e-tools) and broader political issues. Parliamentarians were particularly interested in the impact of the Internet on policy-making.

The workshops were delivered by four Diplo faculty members: Dr Jovan Kurbalija; Ms Liz Galvez; Dr Biljana Scott; and Dr Alex Sceberas Trigona. Feedback from participants after both workshops was highly positive, and Diplo has been invited to deliver further workshops in 2012.

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 diplomacy training. Areas of particular interest for ADA have been Diplomatic Protocol and Etiquette, and E-diplomacy.

In 2011, Diplo offered four workshops for ADA:

- 28–30 March (Diplomatic Protocol and Etiquette)
- 6–10 June (Diplomatic Protocol and Etiquette)
- 28–30 November (Diplomatic Protocol and Etiquette)
- 1–2 December (Consular Crisis Management)

Mr Olaph Terribile delivered these workshops to participants of the Advanced Foreign Service Programme at the Azerbaijan Diplomatic Academy. The protocol workshops covered all aspects of diplomatic protocol ranging from the establishment of diplomatic relations to the organisation of state and official visits. The workshops also highlighted the importance of proper etiquette at social occasions and diplomatic functions. All workshops were very interactive; participants asked questions on each topic and the lecturer responded either directly or through practical examples.

The workshops were well received by participants, who expressed their appreciation in the end-of-course evaluations:

He has a rich experience on every particular case and he could convey and share with every participant of the course.

He is a more experienced person than I have seen in ADA. I would like to hear from this professor once more.

MINISTRY OF FOREIGN AFFAIRS AND EUROPEAN INTEGRATION, REPUBLIC OF MOLDOVA

In autumn 2011, Diplo's tender won a contract with UNDP Moldova to deliver three training courses, each lasting four days, for the Ministry of Foreign Affairs and European Integration of the Republic of Moldova:

- 29 November–2 December, 2011 (Diplomatic English)
- 7–10 December, 2011 (Diplomatic Protocol and Etiquette)
- 16–19 January, 2012 (Diplomatic English)

Diplomatic English: This new workshop was developed and delivered by Diplo lecturers Biljana Scott and Liz Galvez. It was designed to help diplomats communicate more effectively both in writing and through public speaking in a range of diplomatic contexts. The workshop focused on practical diplomatic tasks. Exercises were designed to offer participants the chance to practice clarity and conciseness in diplomatic writing as well as writing for new social media, and preparing PowerPoint presentations. In addition, participants had the opportunity to practice public speaking, both impromptu and prepared, as well as media interviews, including Hard Talk scenarios. The first workshop was run in December 2011 for 12 participants ranging from junior attaché to director-level, with 11 enrolled in the January 2012 workshop, ranging from those new at the ministry to senior officials. Participants rated the workshops highly, and found the combination of lectures on use of language and practical exercises both interesting and useful for their work.

Diplomatic Protocol and Etiquette: Diplo Lecturer Olaph Terribile assisted by staff member Mary Murphy ran the workshop on Diplomatic Protocol and Etiquette. Eighteen participants attended the workshop including directors, counsellors, division heads, first and second secretaries, and attachés. Covering everything from the Order of Precedence to the proper handling of business cards, the workshop also highlighted important cultural differences that are equally applicable to both the business and the diplomatic world. Correct table settings, the organisation of press conferences and state visits, and the sending of diplomatic communications were all discussed at length. The workshop was very interactive with plenty of opportunity for participants to role play and to ask specific questions about topics of interest to them. The information offered during the four days focused on best practices from which the ministry can choose what will work best in Moldova. Participants rated the workshop highly and appreciated the practical approach, in particular.

EUROPEAN EXTERNAL ACTION SERVICE (EEAS)

Diplo lecturer Mr Olaph Terribile delivered two one-day workshops on Protocol and Etiquette in Brussels for the European External Action Service (EEAS) in collaboration with the European Institute of Public Administration (EIPA), on 15 July and 12 December. Participants were EEAS staff working in the field of diplomacy and other officials. Using practical examples and question-and-answer sessions, the workshops reached their goal in helping participants manage complex social and professional situations in an increasingly globalised world.

MINISTRY OF FOREIGN AFFAIRS OF THE KINGDOM OF BAHRAIN

In 2010, Diplo delivered a training programme on diplomacy for new recruits at the Ministry of Foreign Affairs of Bahrain. Following the signing of a memorandum of understanding on 4 April 2011, Diplo was asked to deliver two training programmes for Gulf region diplomats in 2011.

- Diplomacy of Small States (5 days, taught by Dr Alex Sceberas Trigona and Ms Solange Cross)
- Advanced Negotiations (5 days, taught by Ms Liz Galvez)
- Multilateral Diplomacy (2 days, taught by Ms Liz Galvez)
- E-diplomacy (3 days, taught by Dr Jovan Kurbalija and Mr Pete Cranston)
- Development Diplomacy (5 days, taught by Dr Andri Bisaz and Dr Anna Khakee)
- Advanced Public Diplomacy (5 days, taught by Ms Liz Galvez and Dr Biljana Scott)

The second training programme, for junior or newly recruited diplomats, covered:

- Diplomatic Protocol (5 days, taught by Mr Olaph Terribile)
- Bilateral Diplomacy (5 days, taught by Ambassador Kishan Rana)
- Multilateral Diplomacy (5 days, taught by Dr Alex Sceberas Trigona)
- Language and Diplomacy (5 days, taught by Dr Biljana Scott).

Due to internal reasons at the Bahrain MFA, the second training programme was postponed to spring 2012.

5. Internet Governance Capacity Development Programme (IGCBP)

INTRODUCTION

Diplo's Internet Governance Capacity Building Programme (IGCBP) has trained over 1000 professionals from over 140 states worldwide since its inception in 2003. Our contribution through this programme to the global Internet Governance Forum (IGF; an outcome of the World Summit on the Information Society (WSIS) process) by extending the outreach of and involvement of institutions and organisations from the developing world in global debates has been widely acknowledged by many international actors – the UN, the International Telecommunication Union (ITU), the Internet Society (ISOC), a number of national regulators and governments, etc.

One of the main problems at the beginning of the global IGF was how to identify and include stakeholders, especially from the Global South and particularly small and least developed countries, who could contribute to the IGF and bring benefits in terms of developments back home. In 2005, recognising this gap in the participation of many stakeholders in the global Internet debate, Diplo launched its annual **IGCBP**. This programme is based on a 12-week online foundation online course, an 8-week online advanced course, followed by an 8-week online policy research phase with an optional 3-month supervised research-writing period. The programme also includes the possibility of policy immersion fellowships, the fourth of four distinctive, yet interrelated, elements. As a direct follow-up activity, a community of participants is maintained through a facilitated online environment long after the programme ends. An added multiplier effect consists of the various spin-off activities that have arisen out of the online training and research activities. One of the most substantial outcomes of the programme has been the building of communities and the sharing of experiences among participants.

After the successful project application with the European Commission funding programme for the capacity development programme for Africa, Caribbean and Pacific (ACP) states, Diplo's capacity building approach in Internet governance was extended in two directions:

1. Topics – the development of new course materials such as ICT Policy and Strategic Planning, Infrastructure and Critical Internet Resources but also the development of in-depth materials covering issues of intellectual property rights (IPR), privacy and personal data protection, security and child protection, e-voting, and e-participation.
2. Activities – the introduction of short face-to-face workshops for mid- and high-level professionals; the strengthening of the research phase by splitting it into a learning stage and a practicing stage; the organisation of training-for-trainers programmes to enlarge the pool of certified online tutors worldwide; and reinforcement of outreach and awareness building through visualisations (illustrations, comics, videos, animations) and publications.

The internal organising team was enlarged and strengthened to allow Diplo to follow several programmes and to work with more partners simultaneously, thereby extending the annual IGCBP with stronger ACP and European components. Since 2005, the number of participants in the IGCBP has grown considerably. More importantly, the level of interaction, as indicated through the volume of hypertext entries and blog postings throughout the course, has increased dramatically over the last six years. This interaction and dialogue among the participants, tutors, experts, and facilitators marks the real success of the programme, and the building of a community that has continued to thrive and grow.

CAPACITY BUILDING PROGRAMME AND COMMUNITY DEVELOPMENT IN INTERNET GOVERNANCE AND ICT POLICY FOR INTRA-ACP REGIONAL AND SUB-REGIONAL INSTITUTIONS

September 2011 saw the completion of the 24-month EU ACP IGCBP project. This was a huge achievement for Diplo with a total of 506 beneficiaries/754 participants¹ from 60 ACP countries taking part in various activities during the 24 months of the implementation period.

A total of 309 beneficiaries/501 participants successfully completed the online courses in Internet Governance and Policy in Year 1 and 2, in the ICT Policy and Strategic Planning course in Year 2 of the Action, in the Training for tutors and in the Policy research methodology course and policy writing.

Regional and gender distribution of participants/beneficiaries:

- 217 beneficiaries from Africa (72 women, 145 men)
- 66 beneficiaries from the Caribbean (33 women, 33 men)
- 26 beneficiaries from the Pacific (11 women, 15 men)

Table 3: Stakeholder distribution of beneficiaries.

Final beneficiaries/target group participants	No. of beneficiaries
Govt/ national authorities/ regional & sub-regional organisations	109
SME/ professionals/business managers	62
Educational organisations/researchers/experts/students	63
Community-based org/NGOs/civil society representatives	67
International organisations/IG practitioners/ ICT focal point reps	4
Media personnel	4
Total	309

ONLINE COURSES

The Foundation Course: Basic features and topics covered

The online Foundation course is designed to follow a 12-week schedule with each week assigned a specific learning activity. 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 to the learning platform, the methodology used, and the expectations of them. Afterwards, an overview of IG policies, processes, and actors is given with an introduction of how the content of the course would be divided into five (5) thematic baskets.

¹ Note: Beneficiaries are individuals who benefited from the Action. Participants refer to participation in specific activities (courses, workshops, policy research activities and policy immersion).

Each basket focuses on a specific perspective addressing issues related to infrastructure and standardisation, legal aspects, economic perspectives, sociocultural issues, and development.

The Advanced Course: Basic features and topics covered

The 8-week online Advanced course was added to the Foundation course due to the demands by participants who wished to work in depth on specific global IG and policy issues and to focus more on ACP issues of concern. The number of applications for the Advanced course was significant; however, due to the limited capacity of the required time from the online team only 79 ACP participants were accepted from those who successfully completed the Foundation course in both Years 1 and 2. The objective was to allow participants to move beyond the basics where a broad range of topics were generally introduced down to tackling issues more concretely with the help of qualified experts. Five (5) groups were created based on the interests of the selected participants and covered four (4) main thematic topics:

- Infrastructure and Critical Internet Resources
- Intellectual Property Rights (IPR)
- Internet Security (2 groups were created)
- Privacy and Personal Data Protection.

The online ICT Policy and Strategic Planning Course

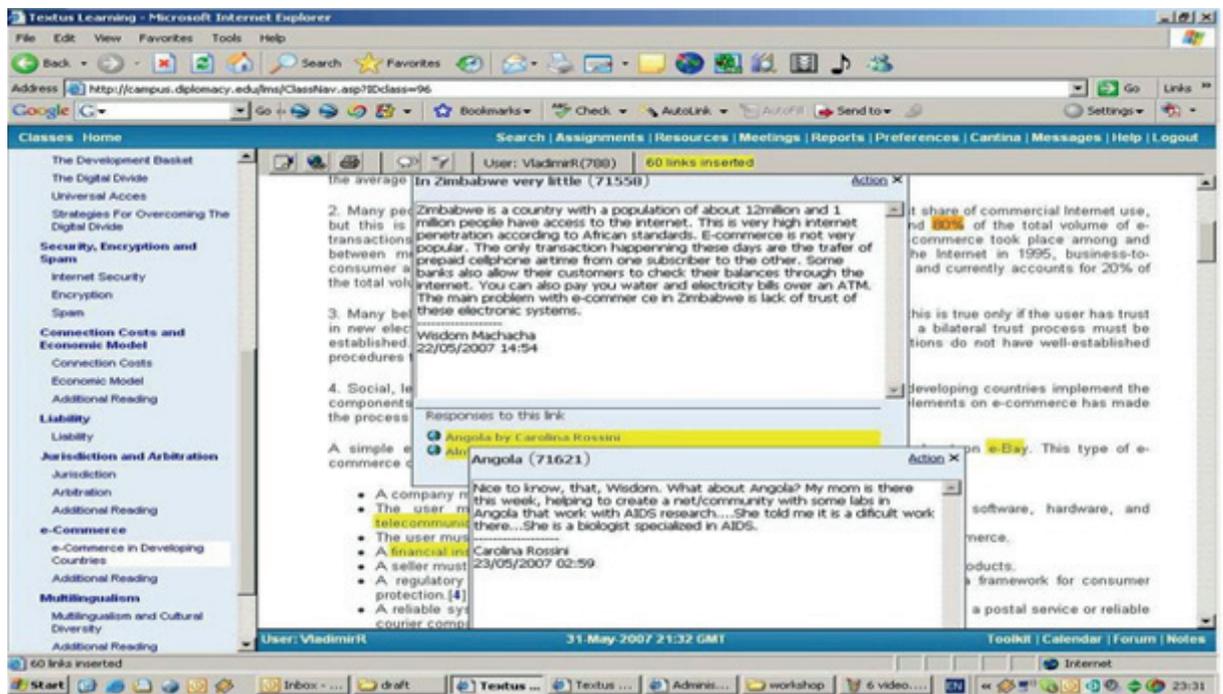
An important aspect of the @CP-ICT Programme was to assist ACP countries in understanding globally accepted best practices in ICT policies, regulations, and strategies. The course aimed at anchoring the policy challenges of the Internet with practical aspects of implementing national and regional national ICT policies and strategies. The content was developed in conjunction with the partner institutions and focused on understanding ICT strategies from different stakeholder perspectives, as outlined in the following chapters:

- Introduction to ICT policy and strategic planning
- ICT Policy development – National ICT Policies and Strategies
- Policy Formulation and Development
- E-readiness and benchmarking
- Development of strategic plans
- Implementation of ICT strategies

A select number of newly trained tutors worked collaboratively with the lead tutor throughout this course. The course was conducted for 8 weeks, from 13 June to 12 August 2011. A total of 116 participants were accepted for the course divided into six (6) groups run by six (6) tutors. One hundred and three (103) of them successfully completed the course and received a Certificate of Completion – 79 were new to the course, and the remaining 24 had already completed the IG foundation course in 2010 or in 2011 when they decided to enroll in this course as well.

Online course structure and methodology

The specificities of the online course methodology were the high level of interactions both between the online course team and the participants, and among the participants themselves, as well as the highly personalised support provided to the participants (approximately 1 tutor/lecturer per 10 participants). An important feature of the online course is the user's (lecturers and participants alike) ability to interact through the layering of hypertext discussions on the course texts.



All the online courses involved a high level of interaction as indicated in the Table 2. Overall, during the 24-month implementation period, participants made a total of approximately 22 972 online hyperlink annotations and questions (approximately 34 per participant) which illustrates that the number of comments outweighs what is normally made in real life workshops, conferences, and classroom training.

Table 4: Summary of course activity.

Course	Duration	Number of successful participants	Total number of hyperlink annotations	Total number of blogs	Total number of contributions to the IG & ICT community forum
IG & Policy Foundation (Year 1)	12 weeks	102	4928	993	598
IG & Policy Advanced (Year 1)	8 weeks	56	3194	341	290
Train the trainers course (Year 1 and 2)	12 weeks	15	456	82	99
IG & Policy Foundation (Year 2)	12 weeks	97	4979	768	597
IG & Policy Advance (Year 2)	8 weeks	72	2223	355	297
ICT Strategy Course (Year 2)	8 weeks	103	3825	611	511
Research Policy Course (Year 2, 2 courses)	8 weeks	56	2911	361	144
Total		501	22,972	3,593	2,635

THE INTRA-ACP RESEARCH PROGRAMME

Fifty-six (56) of the most successful IG and Policy course participants were accepted in the online research activity. When discussing the issue of conducting a research project with participants in the online courses, the project team identified a broad range in their knowledge gap.

Instead of running directly into working on research papers and to encourage the sustainability of different learning networks, the decision was made to first offer an online course on policy research. Thus, the Action consisted of two components: a) the online training on how to conduct policy research that included an introduction to the concepts of policy research, and its objectives, methodologies, and techniques; b) the policy research process itself aimed at practical policy issues of relevance for ACP countries. The best policy papers were published and disseminated among policymakers.

A policy research expert was contracted to deliver this online course with the assistance of eight (8) certified online research tutors. The course had a number of objectives:

- Develop participants' online research skills.
- Assist participants in better understanding policy and policy research. Present key online research methodologies, academic guidelines and modern research tools.
- Improve the effectiveness of intra-ACP research learning networks.
- Encourage online teamwork by collecting and analysing data, and drafting a comprehensive research proposal.

Based on their interest in certain topics, the participants were divided into eight (8) smaller thematic groups of 5–10 participants, in order to allow each group to more easily discuss and develop policy research plans related to the chosen topic, and also to allow for more constructive group discussions. The eight (8) thematic groups were:

- Infrastructure (1 group, 7 participants)
- e-Participation and development (2 groups, total 13 participants)
- Security (2 groups, total 11 participants)
- Strategy (2 groups, total 18 participants)
- IPR and Privacy (1 group, 7 participants)

The policy research course was eight (8) weeks long and followed the online methodology used in the Foundation and Advanced courses. Twenty-three (23) papers on relevant Internet governance and ICT policies were completed and published by March 2011. The work by the authors introduced a fresh breeze of thought into the already well-mapped thematic field of IG and enabled the localisation of ACP focused Internet governance challenges and a better understanding of national or regional specificities.

Some research papers were written in French, to reflect the local needs identified by their authors. The abstracts of the papers were printed in a *Book of Abstracts* publication. The full text is available at: www.diplomacy.edu/acp. Special efforts were made to promote all the research papers in academic and policy communities dealing with Internet governance and ICT policy. Authors were also encouraged and assisted to promote their work via social networks involved with ICT policy and Internet governance. The best papers were promoted at regional events in Africa and Pacific regions as well as the IGF held in Nairobi (September, 2011).

WORKSHOPS ON INTERNET GOVERNANCE AND ICT POLICY

The interest shown in each of the *in situ* workshops was overwhelming with an average of over 40 applicants per session. The main selection criterion was to focus on mid- to senior-level officials from regional and sub-regional institutions. In order to introduce greater interaction and dynamics in the workshop, other target

groups were accepted to add a multistakeholder dimension to the sessions. These workshops were held in conjunction with major ICT-related conferences and run collaboratively with partners, experts, and other interested organisations.

Table 5: List of 2011 workshops.

Location	Dates	Partner/occasion	Participants
Addis Ababa, Ethiopia	6-8 April 2011	AU/UNECA	33 participants
Pretoria, South Africa	12-14 April 2011	NEPAD	29 participants
Bujumbura, Burundi	28-29 June 2011	BYTC	28 participants
Brazzaville, Congo	10-11 August 2011	CACSUP	103 participants
Port au Prince, Haiti	12 August 2011	YABT	12 participants



Workshop on Internet Governance and ICT Policy, Addis Ababa, Ethiopia



Workshop on Internet Governance and ICT Policy, Pretoria, South Africa



Workshop on Internet Governance and ICT Policy, Bujumbura, Burundi



Workshop on Internet Governance and ICT Policy, Brazzaville, Republic of Congo

Countries represented

Fifty-three ACP countries were represented in the online Internet Governance and Policy course: Barbados, Belize, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Chad, Comoros, Congo, Congo DR, Cook Island, Côte d'Ivoire, Dominica, Ethiopia, Fiji, The Gambia, Ghana, Grenada, Guinea Bissau, Guyana, Haiti, Jamaica,

Kenya, Liberia, Madagascar, Malawi, Mali, Mauritius, Mozambique, Namibia, Nigeria, Papua New Guinea, Rwanda, Saint Kitts and Nevis, Saint Lucia, Samoa, Sao Tome and Principe, Senegal, Sierra Leone, Solomon Islands, South Africa, Southern Sudan, Saint Vincent and the Grenadines, Sudan, Suriname, Tanzania, Togo, Trinidad and Tobago, Uganda, Vanuatu, Zambia, and Zimbabwe.

POLICY IMMERSION ACTIVITIES

An important component in blended learning training is the *in situ* involvement by selected beneficiaries in various policy immersion activities. This may include participation in or hosting of regional and national workshops, intra-ACP partnering activities, exchange programmes, and running of local awareness building workshops by using the same IG policy course materials to targeted sector groups.

The major aim and structure of this activity is to:

- Provide practical experience in dealing with ICT and Internet governance issues.
- Select participants based on results from the online courses taking into consideration equal regional distribution and gender balance.
- Facilitate participation at important national, regional and global meetings related to Internet governance and ICT, including the IGF.

In Year 2 of the Action, the activity focused on bringing the best students to relevant international and regional events, primarily at the global and regional IGF meetings, as also suggested by the project partners. The IGF meetings, as events which gather number of most relevant actors of the Internet governance and ICT policy process – from international and regional organisations, representatives of states and regulatory authorities, via powerful Internet-related companies, to involved and knowledgeable representatives of civil society organisations and academia – gave ACP participants the opportunity to act on behalf of their institutions, network, discuss issues, and raise policy initiatives.

Several regional IGFs were initiated during or as a result of the impact of the training workshops of this Action. The idea of the Pacific IGF was discussed in detail during the training workshop in Fiji, and was then pushed through by key regional institutions with which the lead institution, Diplo, had cooperated with on ACP activities in the region – particularly with the Secretariat of the Pacific Community (SPC). A number of online course participants were involved in successfully rolling out the first Pacific IGF that took place at the SPC headquarters in Noumea, New Caledonia, held on 9–10 April, 2011; one of them was granted a fellowship to participate *in vivo* and to assist with further networking possibilities.

The Latin America-Caribbean IGF, though not organised for the first time, is of growing importance for Caribbean organisations, and fellowships were offered to two successful ACP participants to attend the event.

The IGF initiatives in Africa had strong roots in the ACP training workshops: the first pan-African IGF was initiated formally by the African Union during the training workshop in Addis Ababa in April 2011 and is to again take place in 2012, while the first Southern-African IGF was initiated at the training workshop in Botswana in October 2010 and confirmed at the training workshop in Pretoria in April 2011 by NEPAD and other partners, and was organised in Johannesburg, 31 August–2 September 2011, with the direct assistance of the two fellows chosen in cooperation with project partners and NEPAD.

Finally, the Central African IGF meeting took place in Brazzaville, Congo 10-11 August 2011, and was to a large extent supported by our project partners from Congo (CACSUP) and Burundi (BYTC); a fellowship was awarded to a successful participant of the online courses from Central Africa in coordination with the two partner institutions.

THE MULTIPLIER EFFECT

The bloom of regional IGFs

IGFs are the main mechanism for addressing Internet governance and policy issues in the multistakeholder environment. The first IGF was created in 2006 by the UN as the follow-up to WSIS. The global IGF was followed by several regional and national IGFs mainly in developed countries. The EU ACP project contributed towards creating national and regional IGFs in ACP countries and regions.

The online courses gathering Pacific professionals, followed by interactive training workshops in Fiji and the Cook Islands, encouraged, connected, and empowered them to start the first Pacific IGF meeting – it took place in early April in Noumea, New Caledonia, under the auspices of the SPC and with support of the PICISOC and number of regional and international partners.

Some months later and thousands of miles away, the first Southern Africa IGF (SAIGF) emerged from the successful training workshop in Pretoria, South Africa, in April 2011. It came as a result of the continuous group work of number of professionals and institutions from the region within online courses and a research project phase. The first SAIGF was planned for the end of August 2011, in Johannesburg, with the support of NEPAD's Planning and Coordinating Agency, Association of Progressive Communications, and the Southern African NGO Network.

The birth of the Africa IGF

During the very inspiring training workshop in Addis Ababa in April 2011, participating officials of the African Union and professionals from various stakeholders in Africa agreed to set up the foundation for the first pan-African IGF. The concept of the pan-African IGF was discussed and planned. The first Pan-African IGF will be held in October 2012 in Cairo gathering representatives from government, civil society and businesses from the African continent.

Commonwealth and the ACP

In cooperation with Commonwealth Internet Governance Forum (CIGF), several fellows from ACP countries started blogging on burning Internet governance and ICT issues in their regions, such as on domain names, youth, Internet eXchange Points, 'The Commonwealth of the Internet' and other topics. The CIGF Blog is available at: <http://www.commonwealthigf.org/cigf/blog/>

Pacific and e-Health

On completion of the online courses and workshops as one of the best students and after participating at the global IGF in Lithuania as a fellow, Ms Salanieta T. Tamanikaiwaimaro from Fiji started the Pacific-wide e-discussion on ICT for Health and e-Health with doctors and the officials from the Ministry of Health. They are discussing the possible regional project *Building on advocating e-health in our communities*.

Online discussions on dotAfrica (.Africa)

Provoked by constructive discussions during the training workshops in Addis Ababa and Pretoria in April 2011, and supported by the lead institution, the African alumni initiated an online discussion on policy challenges and opportunities of establishing the continental Internet Top Level Domain for Africa - .Africa. The discussion was coordinated with the African Union and UNECA, the main Pan-African institutions involved in ICT and

Internet governance policy. Issues such as political management, funding, knowledge and multilingualism, and African identity also emerged during the discussion. The discussion aimed at providing a set of opinions, concerns, and proposals by African professionals on the way forward with .Africa that would be useful to African decision-makers. The discussion is available at: <http://discuss.diplomacy.edu/dotafrica/>. The African Union, as the main continental public institution, applied for the .Africa domain and it is expected to be awarded by ICANN by the end of 2012.

Regional discussions in Central Africa

The two partner institutions – BYTC and CACSUP – worked together on two (2) local Internet governance training workshops. One in Bujumbura, Burundi, 28–29 June 2011 and another on 10–11 August 2011 in Brazzaville, Republic of Congo. The Central African IGF became even stronger as a result of the continuous cooperation of the two partner institutions and also with Diplo's online collaboration and knowledge exchange among various stakeholders from the region.

Capacity building in the Caribbean

The CTU and the government of St Kitts and Nevis (SKN) incorporated the Internet governance and ICT policy training workshop, implemented in cooperation with Diplo, within the EU-funded Information and Communication Technology for Improving Education, Diversification, and Competitiveness (ICT4EDC) Project. The training took place in St Kitts and Nevis, 14–15 June 2011, featuring participants from various stakeholders of SKN and the region, as well as several experts from the region.

The impact on regional processes

'Currently at the West African IGF there are 9 countries (Senegal, Côte d'Ivoire, Liberia, Ghana, Nigeria, Togo, Gambia, Burkina Faso and Sierra Leone) actively participating in the national, regional and the global forum. Seven out of these nine countries are being represented by ACP Alumni members acting at the capacity of National resource persons, meaning they are the lead people driving the IGF process in their countries!' *Judy Okite, FOSSFA, 28 July 2011 at WAIGF in Lagos, Nigeria.*

TRADITIONAL IGCBP

In addition to those enrolled through the EU ACP project, we continued to attract participants for the Foundation course from non-ACP regions: Europe (20); India/Asia (16); Americas (18); and MENA (22).

Of these, 39 participants went on to the study our Advanced course with 17 choosing ICT Strategy, Security (7), Intellectual Property Rights (4), Privacy (6) and Infrastructure (5). Nine (9) participants took part in the Research phase.

The executive summaries of a number of research papers on Internet governance and ICT Policy issues were published. The papers explore security risks of social networks; social media use in the workplace; Citizens 2.0 and Gov 2.0 in the Balkans; Internet censorship; *Europa.eu* as an example of e-participation in decision-making; co-operation in cyberspace, with a special focus on the Western Balkans case; introducing child safety in the Romanian school curriculum; and the use of social media and Web 2.0 technologies to increase participation and engagement in Internet policy forums.

INTERNET GOVERNANCE AND ICT POLICY: TRAINING WORKSHOP CONDUCTED BY DIPLOFOUNDATION IN COOPERATION WITH THE CARIBBEAN TELECOMMUNICATIONS UNION (CTU) AS PART OF THE ICT4EDC PROJECT

14– 15 June 2011, St Kitts and Nevis

Diplo's Internet Governance Workshop was held as part of the ICT4EDC Project on June 14 and 15 with 22 participants in total: 14 women and 8 men. A variety of professionals attended, with many from government and including several educators, two lawyers, at least four members of the private sector. While the few Civil Society members were generous in their participation and engagement, there was a need for more CS participation. Nonetheless, for an island of some 42 000 inhabitants, in a country of less than 60 000 the quality and quantity of participants was excellent.

This training workshop was based on knowledge exchange between the professionals in attendance, not on lectures. It gave participants an overview of the multidisciplinary field of Internet governance (including technical, legal, economic, sociocultural, and developmental aspects) and explained the interplay among international, regional, and national Internet governance policy processes. It was an opportunity for institutions to raise their capacities for dealing with emerging concepts related to Internet governance – core infrastructure, security, diversity, openness, privacy, etc. – and understanding relevance to national policy and regional ICT developments, as well as for gaining institutional skills for meaningful participation in the regional and international diplomatic process related to Internet governance (WSIS, IGF, and other).

ISOC 'NEXT GENERATION LEADERS' PROGRAMME E-LEARNING COMPONENT

The ISOC e-Learning Programme aims to assist ISOC members of diverse professional and stakeholder backgrounds to strengthen their knowledge in Internet history, culture, issues, and governance. The objective of the online learning programme is to prepare these professionals to become leaders in Internet techniques, policies, and governance and to develop their skills to engage effectively on local, regional, and international levels within their fields.

The major change from the 2010 to the 2011 programme was the addition of a very successful second group and classroom in the French language, designed to reach a new group of participants, principally from French-speaking Africa.

The ISOC e-Learning Programme is built upon the methodology of DiploFoundation's successful and long-running Internet Governance Capacity Building Programme (IGCBP). The entire programme was delivered effectively over a 12-month period, in two phases:

1. The e-learning platform and content updates from December 2010 to May 2011. The learning materials were updated and finalised based on key ISOC resources, translations, ISOC expert input, and Diplo's technical expertise, coordination, and knowledge database. This included the review and processing of translations of the application process, materials, and platform customisation for the French group.
2. Online course: The online course was conducted from 16 May until 14 November through two virtual classrooms, with weekly interactive discussions and specific tasks, resulting in a total of 46 successful participants from 35 countries.

To encourage participants to remain active and involved after the end of the programme, they were invited to join the growing online community of professionals involved in Internet governance worldwide facilitated by Diplo, and to contribute to ongoing discussions on various topics. They have also been encouraged to engage

in the global Internet governance policy processes in forums such as ICANN, and particularly to continue to develop their networking and projects in ISOC. Groups include www.diplointernetgovernance.org/group/ISOC which has 52 members.

EuroDIG



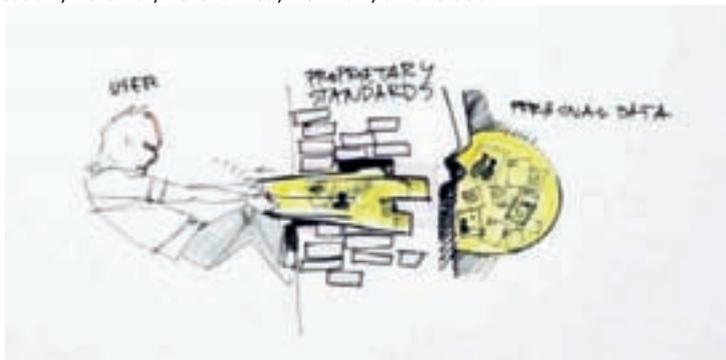
The fourth European Dialogue on Internet Governance (EuroDIG) conference, which took place on 30–31 May in Belgrade, Serbia, brought together over 500 participants to discuss ICT policy issues and challenges. Another 100 participants connected remotely via hubs across Europe.



The event was hosted by the Serbian Digital Agenda Administration, and was co-organised by DiploFoundation, the Council of Europe, the Swiss Federal Office of Communications (OFCOM), and the European Broadcasting Union (EBU).

As well as being involved in the organisation of the programme, including the setting up of panels and workshops, one of Diplo's key roles was in organising remote participation and remote hubs, in collaboration with the EuroDIG Secretariat and the hub organisers in Europe.

EuroDIG participants represented the private sector, governments, international organisations, youth, media, civil society and the academic and technical communities. Among the participants were also representatives from the Council of Europe, EBU, OFCOM, the Norwegian Post and Telecom Regulatory Authority (NPT), ISOC, Google, Microsoft, Ericsson, Telenor, Telefonica, Verizon, and Cisco.



During the sessions, Diplo illustrator Vladimir Veljasevic captured the discussions in real-time, complementing the speeches with visual impressions.

6. Other Events and Programmes

POLICY BRIEFING: WIKILEAKS AND THE FUTURE OF DIPLOMACY

Date: 11 January 2011
Location: Geneva, Switzerland

Three different – at times convergent – perspectives on the way WikiLeaks has affected diplomacy emerged during the policy briefing on 'WikiLeaks and the Future of Diplomacy' held at GCSP, Geneva, and online, on 11 January 2011.

GCSP academic dean Dr Khalid Koser, DiploFoundation director Dr Jovan Kurbalija and World Radio Switzerland director Mr Philip Mottaz discussed the leaks from security, diplomatic, and journalistic perspectives. The debate was followed by questions from the audience and a brief summary.

To read the digest from this debate, visit <http://www.diplomacy.edu/e-diplomacy>



E-DIPLOMACY PANEL: DIPLOMATIC REPORTING IN THE INTERNET ERA AFTER WIKILEAKS

Date: 9 February 2011
Location: Panel in Geneva and online live webinar

Diplomats and other professionals joined the E-diplomacy panel to discuss Diplomatic Reporting in the Internet Era after WikiLeaks. The discussion, co-organised by DiploFoundation and the Geneva Centre for Security Policy, took place on 9 February in Geneva and was simultaneously broadcast online. A number of Diplo students, who were in Malta to attend a 10-day workshop as part of their PGD/MA programme, also followed the discussion.

The E-diplomacy panel – Ambassador Victor Camilleri, Malta's Permanent Representative to the UN in Geneva and DiploFoundation board president, Ambassador Kishan Rana, former Indian diplomat and DiploFoundation Senior Fellow, and Mr Philippe Mottaz, from World Radio Switzerland – was moderated by Dr Jovan Kurbalija, DiploFoundation director, and Mr Marc Finaud, Special Advisor to the Director at GCSP.



For a digest of the discussions, live recording, background material and more, visit <http://www.diplomacy.edu/e-diplomacy>

WORKSHOP ON MODERN DIPLOMACY FOR SMALL STATES

Date: 7–16 March 2011

Location: Malta

DiploFoundation organised the 3rd annual workshop on Modern Diplomacy for Small States 7–16 March 2011 in Malta. The workshop concerned the current diplomatic challenges and organisational needs of small states. It welcomed the participation of professionals holding senior to middle management positions within MFAs and other departments dealing with the foreign affairs of small states.

Sponsorships were available for applicants from developing Commonwealth countries. These covered participants' course fees, accommodation, breakfast and lunch at the venue, local transport, and an allowance.



The workshop, organised by DiploFoundation, was sponsored by the Malta-Commonwealth Third Country Training Programme (MCTCTP) and the Commonwealth Fund for Technical Co-operation (CFTC).

PARLIAMENTARY DIPLOMACY WORKSHOP

Date: 8 March 2011

Location: Malta

The workshop was organised jointly by the House of Representatives, DiploFoundation, and the Mediterranean Academy of Diplomatic Studies. Participants were privileged to have access to the extensive experiences of parliamentarians who shared their 'on the ground' knowledge of the subject and interacted with participants over questions.

The opening speech of the seminar was delivered by Hon. Speaker Michael Frendo followed by introductions by Professor Stephen Calleya (MEDAC) and Dr Jovan Kurbalija (DiploFoundation). Aspects of Multilateral Parliamentary Diplomacy were discussed by Hon. Francis Agius and Hon. George Vella who focused on the Council of Europe and the Mediterranean respectively. Hon. Francis Zammit Dimech and Hon. Leo Brincat directed their presentations on Bilateral Parliamentary Diplomacy. The afternoon session on the theme



of 'Parliamentarians and Conflict Prevention' kicked off with a video conference from Strasbourg where participants heard Euro Parliamentarian Hon. Simon Busuttil speak of his mission as part of a European Parliament group to Tunisia few weeks ago. Hon. Anglu Farrugia also shared his experiences of electoral monitoring in many countries. The session was also addressed by Hon. Censu Galea whilst an academic perspective on the theme was provided by Dr. Monika Wohlfeld, German chair at MEDAC.

SIXTH INTERNET GOVERNANCE FORUM

Date: 27–30 September 2011

Location: Nairobi, Kenya

Six main sessions, over 80 workshops, more than 40 remote hubs, and 12 000 tweets have characterised this year's Internet Governance Forum (IGF), which took place during 27–30 September. Several pre-IGF events were held on Monday, 26th September.

The 6th IGF welcomed hundreds of delegates to Nairobi, Kenya, for the most anticipated Internet governance event of the year. Remote participation facilities also opened the doors to hundreds of participants who participated in the sessions and workshops remotely.



Diplo's packed schedule of workshops touched upon a number of hot Internet governance issues, including Net neutrality, connectivity and access, content, and the involvement of young people.

A special workshop on e-participation principles explored the online channels for participation in other global meetings, and explored ways in which online interaction could be strengthened. The panel drew experiences from IGF remote participation success stories, and agreed on a set of e-participation principles. In true e-participation spirit, the principles were drafted 'on the cloud'.

Two publications – *Emerging Leaders for the Digital World*, and the *Book of Abstracts* – were launched by Diplo during the IGF. A special event marked the launch of *Emerging Leaders for the Digital World*, which was attended by European Commission Vice-president Neelie Kroes, over 35 Diplo alumni, and several remote participants.

'AN INTRODUCTION TO INTERNET GOVERNANCE' IN SERBIAN/BCS BOOK LAUNCH

Date: 22 November 2011

Location: Belgrade, Serbia

Jovan Kurbalija's *An Introduction to Internet governance in Bosnian/Croatian/ Serbian (BCS) – Uvod u upravljanje internetom* – was launched on 22 November, during the 19th Serbian Telecommunications Forum (Telfor), in Belgrade.



The event was attended by Serbian high-level officials, and around 150 representatives of engineering communities, telecom and ICT companies and providers, state institutions and the Press.

The launch was followed by a panel discussion with Nenad Marinkovic, director of the Serbian ccTLD (RNIDS), Milan Jankovic, Director of Serbian Regulatory Agency for Electronic Communications RATEL, Jasna Matic, State Secretary for Digital Agenda of Serbia, and Dr Jovan Kurbalija, DiploFoundation.

The panel talked about key challenges and ongoing processes related to Internet governance, with reference to the main challenges in Serbia, and stressed the importance of stakeholders' involvement. The speakers also stressed the importance of the Internet for business and society, and the need for careful and co-operative governance. Complimentary copies of the book were distributed.

7. Cooperation in online learning

Diplo has built a number of cooperation agreements specifically focused on online learning with different institutions. The following partnerships were initiated or continued in 2011.

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES (IFRC) – HUMANITARIAN DIPLOMACY COURSE

In June 2011, Diplo signed an agreement with the International Federation of Red Cross and Red Crescent Societies (IFRC) to develop and deliver an online certificate programme in Humanitarian Diplomacy. The certificate programme aims to extend the knowledge base and develop practical skills of current and future practitioners in humanitarian diplomacy and policy. To achieve its objectives, the certificate programme:

The major aim and structure of this activity is to:

- Familiarises participants with basic definitions, concepts, actors, and institutions in the field of humanitarian diplomacy.
- Introduces participants to international humanitarian law, the Fundamental Principles of the International Red Cross and Red Crescent Movement, and National Societies' role as an auxiliary to government.
- Hones the advocacy and negotiation skills of participants.
- Facilitates an international exchange of experiences and knowledge in a safe and supportive online class environment.
- Develops the research skills of participants, and increase their understanding of national and regional humanitarian diplomacy activities.

The topics covered include:

- Introduction to Humanitarian Diplomacy
- Humanitarian Diplomacy Toolkit
- Humanitarian Diplomacy Actors
- How Humanitarian Diplomacy is Performed – Persuasion and Advocacy
- How Humanitarian Diplomacy is Performed – Persuasion and Advocacy (practical skills)
- How Humanitarian Diplomacy is Performed – Negotiations
- Humanitarian Diplomacy Beyond Negotiation
- Other Practical Skills in Humanitarian Diplomacy

The programme consists of two distinct phases: an eight-week online learning phase followed by a four-week research phase, where participants prepare a case study on a humanitarian diplomacy action relevant to their own work or field of interest. More details about the programme can be found at <http://www.diplomacy.edu/courses/humanitarian>

Ambassador Christopher Lamb – special advisor to the Australian Red Cross and the IFRC – was asked to take the role of lead course author, working with research assistance from Lana Srzic, and text contributions from Dr Jovan Kurbalija, Dr Biljana Scott, and Aldo Matteucci. Christopher Lamb also agreed to lecture during the first session of the online course.

The course was originally scheduled to be run for the first time in autumn 2011. However, additional time was needed to conceptualise the course, prepare the materials and disseminate the call for applications, so the partners decided to postpone the first session until February 2012. The course was widely advertised by both IFRC and DiploFoundation, and featured at the International Conference of the Red Cross and Red Crescent, in November 2011 in Geneva. As a result, over 70 applications were received for this first session, and the partners faced a difficult task in selecting 26 of these to attend the first course. Plans are already in place for a second session starting in autumn 2012.

GENEVA CENTRE FOR SECURITY POLICY – DISARMAMENT AND THE NUCLEAR NON-PROLIFERATION TREATY COURSE

For the second year, in 2011, Diplo and the Geneva Centre for Security Policy (GCSP) worked together to offer an online course on the Nuclear Non-Proliferation Treaty (NPT) and disarmament for an international audience. More information on the course methodology and content are available at: <http://www.diplomacy.edu/courses/NPT>. This course was the first online course to be offered by the GCSP.

The course was delivered from 22 August to 20 October 2011 to a group of 17 participants from 14 countries. GSCP Visiting Fellow for Disarmament and Senior Fellow at the Center on International Cooperation at New York University Dr W. Pal Sidhu updated course materials and lectured. Diplo provided the online classroom (including registering users, hosting the server, and providing software licenses), technical support, training of GSCP lecturers, and course coordination.

In 2011, all of the participants successfully completed the course (a significant improvement compared to the 2010 group which had a relatively high drop-out rate with just 14 of the 25 participants completing the course fully). Feedback from participants was positive and they particularly appreciated the chance to interact with the expert faculty and other participants from around the world.

The course is scheduled to run again starting in early summer 2012, with Dr Sidhu teaching, assisted by Dr Barbara Zanchetta, also a Visiting Fellow at the GCSP.

This course turned out to be an immensely stimulating challenge. The lecturer succeeded in simplifying at times extremely complex concepts and in making ideas easily understandable even for those of us who were non-specialists... Despite the differences in the profiles and or backgrounds of the participants (or precisely because of that) the weekly discussions in the chat room went on well. The Chatham House Rules under which the course has been organised helped the free, frank, direct and genuine exchange of ideas. I'm convinced that all the interventions have helped all of us learn something new, almost personal, about each other. This, at the end of the day, makes the real difference between an online course and a traditional and classical face-to-face non-proliferation and disarmament course.

*Fabio Rossi,
Legal adviser of the Swiss Federal Chancellery in Bern
and Judge in the Military Appeals Court 3 of the Swiss
Armed Forces*

INSTITUTO MATIAS ROMERO (MEXICAN DIPLOMATIC ACADEMY) – COOPERATION IN ONLINE LEARNING AND MIGRATION AND DEVELOPMENT COURSE

Diplo has been cooperating with the *Instituto Matías Romero (IMR)* of the Mexican MFA for several years, under the provisions of the Memorandum of Understanding between the Ministry of Foreign Affairs of the United Mexican States, the Federal Department of Foreign Affairs of the Swiss Confederation and the Ministry of Foreign Affairs of the Republic of Malta, signed in Geneva on 25 June 2009.

In 2011, as in previous years, the IMR enrolled around 50 participants in Diplo's online courses on diplomacy, to supplement its own training programmes. The IMR reports that competition to attend Diplo courses is quite strong, and it receives several applications for each place it offers. Participants from the Mexican MFA tend to take an active and leading role in course discussions, enriching the classes with their varied experienced and professional approach to learning.

In 2011, Diplo invited Ms Alejandra Lopez Carbajal, Director of Climate Change at the Mexican MFA and alumni member of Diplo's Climate Change Diplomacy course, to join Diplo's teaching team for Climate Change Diplomacy. Ms Lopez Carbajal was able to share her first-hand experience with climate change negotiations with the 2011 class participants. She joined the other tutors for the course in preparing a video welcome message for the 2011 course participants: <http://www.youtube.com/watch?v=eVIFGhE8mXA>

For the second year, in 2011, Diplo and the IMR offered an online course in Migration and Development. As in 2010, Dr Alexandra Delano (of the New School University, New York) was the lead course author and tutor. In a new arrangement, Diplo agreed to offer the IMR an equivalent number of places in Diplo's online courses, as those Diplo was able to sell for the Migration and Development course. Some six participants enrolled through Diplo.

The course was offered simultaneously in English and Spanish (course materials and tutoring were available in both languages) and ran during autumn 2011. It was offered online through the IMR's e-learning system, using its e-learning methodology. Course activities included reading course texts (provided online), group discussion in forums, and written assignments. Participants who successfully completed all course requirements received a certificate issued by the IMR.

Feedback on the course from participants was very positive regarding materials, tutoring, and learning methodology. Overall, 86% of students rated the course excellent, and the rest as good.

The partner institutions are already making arrangements to run the course again in autumn 2012.

8. Publications

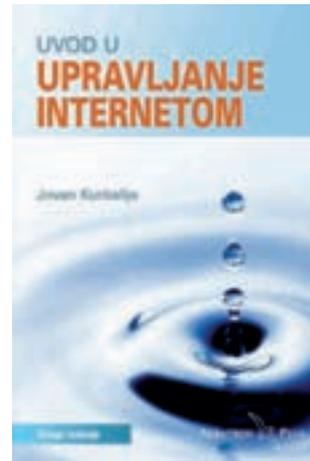
AN INTRODUCTION TO INTERNET GOVERNANCE TRANSLATIONS

The Bosnian/Croatian/Serbian version of the book *An Introduction to Internet Governance*, by Dr Jovan Kurbalija, *Uvod u upravljanje internetom*, has been produced with the support of the Digital Agenda Administration of the Republic of Serbia, and the Serbian National Register of Internet Domain Names (RNDIS). The fourth EuroDIG, which took place earlier this year in Serbia, and the awareness building process in Internet governance in the region, also made the publication possible.

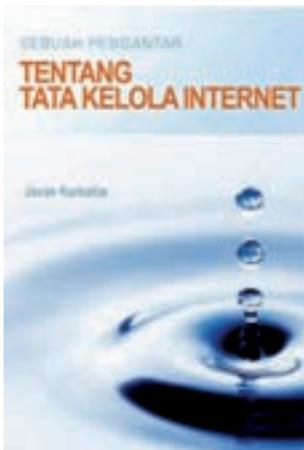
The presentation of the book, followed by a panel session on Internet governance challenges in the region, took place during 19th Serbian Telecommunications Forum 'Telfor', in Belgrade, on 22 November 2011.

The event was attended by Serbian high-level officials, and around 150 representatives of engineering communities, telecom and ICT companies and providers, state institutions and the Press.

The Indonesian translation of Jovan Kurbalija's *An Introduction to Internet Governance* was launched in December 2011.



IG cover Indonesia



Sebuah Pengantar Tentang Tata Kelola Internet was translated to Indonesian by the Asosiasi Pengusaha Jasa Internet Indonesia (APJII), a community of Internet Service Providers established in Jakarta in 1996. Around 4000 copies of the translated book will be distributed.

Indonesia has placed a bid to host the eighth IGF in 2013.

BOOK OF ABSTRACTS



Twenty research papers, written by alumni of the Internet Governance Capacity Building Programme, were collected and published in the *Book of Abstracts*. The papers focus on various Internet governance issues, including child safety, social media, e-participation, data protection, electronic commerce, and e-health systems.

The authors started their research in 2010, after completing the Foundation and Advanced Phases of the Programme. They continued their research during the Research Implementation Phase (January–March 2011), during which they were guided by experts in their chosen area of research, and benefited from peer-to-peer discussions and reviews. The papers were finalised in June 2011.

A *Book of Abstracts* along with author biographies was launched during the 6th IGF meeting in Nairobi.

EMERGING LEADERS FOR THE DIGITAL WORLD

During the 6th IGF meeting in Nairobi on 27–30 September, 2011, Diplo launched a new publication, *Emerging Leaders for the Digital World*. The publication features the experiences of some of the most active emerging leaders in Internet governance and ICT policy. The leaders, identified and empowered by Diplo's ACP programme, have played a remarkable role in furthering regional training and education, and in driving debates, better understanding, and more support, on the meaningful use of ICTs and the Internet.



9. DiploTools – Information Management Tools

ONLINE LEARNING ENVIRONMENT

In 2011, Diplo started the development of the new Online Learning Environment (OLE) after the research and planning carried out in 2010. A key tool for delivering online training, the new OLE is based on modern open-source technologies. The new architecture allows better scalability and better connectivity with external web services (such as Twitter and RSS Feeds) which have become a dominant computing paradigm today.

Diplo has also invested a lot of effort into improving usability to meet expectations of users today, who are increasingly expecting the same level of simplicity and responsiveness that they find on social networks (such as Facebook) and various Web 2.0 services. The new platform requires less technical maintenance, while being more robust.

In 2011, Diplo completed the major building blocks of the new OLE, with final touches and deployment planned for first quarter 2012 and the start of the Internet Governance Capacity Building Programme 2012.

MOVING TO THE CLOUD

During 2011, Diplo moved further into deploying websites on cloud-based servers. Besides smaller, project-oriented websites, the building of the new Diplo website on a cloud-based server was completed. This greatly simplifies maintenance, while providing better performance and scalability.

OTHER DEVELOPMENTS

As a base for the new website, Diplo deployed the latest version of Drupal web content management system. Drupal 7 brings powerful architecture suitable for building complex websites and managing rich, dynamic content. As early adopters of this technology, Diplo has faced numerous challenges, which required considerable resources to overcome, but it is hoped that this investment will prove justified in the coming years with simplified use and management of the website.

Also in 2011, Diplo developed and deployed an Intranet web application to assist Diplo's administration and accounting.

10. Diplo interactive

WEBSITE LAUNCH



The new website was a major piece of work, occupying all Diplo's central teams over the second half of 2011 and on into 2012. It's more than a new design: both the content and the architecture have been completely reworked.

The website is now structured for two key audiences. The first priority is to present Diplo clearly and compellingly to donors and supporters, closely followed by meeting the needs of Diplo's students. Specialists started with a content review, based on interviews with representative stakeholders. The team designed an architecture which separated content into three layers, from material designed to be understood at a quick scan through to content to meet the needs of people researching areas of interest across the wide range of Diplo material. Working with the Diplo team, they developed simple, concise clear messages for levels one and two. A professional design company, Torchbox, was contracted. Its major contribution was probably enabling Diplo to focus in on its priority audiences, compromise over large and small design issues and then to deliver a bright, rich design that the professional, formal where appropriate, fun and creative culture that is Diplo. They also provided good support in the early stages of Drupal development, which was then taken on by Diplo's technical team.

The beta version was launched on 14 December 2011. The major new addition has probably been the integration in a prominent way of social media channels. Diplo has increased the amount of effort put to Twitter, Blogging, the two Ning Communities – Internet Governance and Climate Change – and its Facebook presence. This is partly to engage in discussion and debate with audiences who use those channels but also to use them as promotional channels for the site, course programmes, and other activities. This interactive content is featured on every page of the site, dynamically updated, and thus, for the first time, the website gives a more accurate picture of the richness within Diplo's different and very diverse communities. Another big change is the more structured way the site provides views (Topics in Focus) that bring together content around specific themes.

The major part of the work is almost complete. Large amounts of content relating to Diplo's past 10 years have been imported to ensure that Diplo is fully represented on the web. In the next few months the focus will be on driving more traffic to the site, improving the search feature – using content tags more systematically – and increasing the variety of content which is available.

MULTIMEDIA DEVELOPMENT

In 2011, Diplo continued to improve its presence on all new media platforms. Regular video, audio, podcast, and webinar uploads helped to widen the network of alumni, friends, diplomats, and other enthusiasts who joined in sharing their experience in the field of e-diplomacy, Internet governance and other Diplo-related subjects.

Diplo launched a new YouTube channel dedicated to sharing the experiences of its alumni by shedding some light on the real-life impact of its courses on the everyday work of diplomats. Some of these testimonies are included on the new website, and more of them can be found on [playlist](#).

Diplo's [YouTube channel](#), a main channel for posting and viewing videos, remains the top reference video aggregator. Diplo's videos feature educational material, including cartoons, alumni testimonies and case studies, as well as interviews captured during events. With more than 10 000 hits and 50 new subscribers in 2011, this channel is growing in relevance. The top percentage of the audience was from USA followed by Taiwan, the UK, Canada, and India. On average, viewers' age ranged between 35 and 54, and gender balance is 51%-49% in favor of male viewers.

One quarter of all views are made through mobile apps, a new trend. Diplo will continue to interweave its presence on social media platforms with its educational approach. A good example of this approach is the video animation: [A cognitive toolkit for climate change](#). One additional new feature saw Climate Change lecturers welcome students in an [Introduction message to Climate Change Diplomacy course](#).



Diplo's top video from YouTube page is the [Evolution of the Internet Governance](#) with 1317 views.

As a part of the *Emerging Leaders for the Digital World* publication, Diplo collected video testimonies from students, describing their experience of learning with Diplo. These videos can be found on the Blip.tv channel <http://blip.tv/diplo> alongside other videos on public diplomacy and other related issues.

In 2011, a new series of regular monthly webinars on key Internet governance issues started. This series proved to be a great channel for Diplo's large Internet governance community on the web to interact with specialists in the field, asking questions, sharing opinions, and more. A one-hour live Internet governance webinar is set for the last Tuesday of every month. More than 100 people are subscribed to Diplo's webinars@diplomacy service.

Diplo's e-briefing series of webinars with Diplo Fellow Richard Werly continued. Throughout the year, Werly addressed EU public diplomacy topics live from Brussels. More than 50 people have subscribed to these e-briefings webinars.

Overall, in 2011, Diplo held 17 webinars with 427 attendees. Audio files from all webinars are available at the Podcast page <http://www.diplomacy.edu/blog/Podcasts>.

SOCIAL MEDIA

In 2011, Diplo significantly strengthened its online presence by launching its [new website](#), by establishing an active presence on various social media platforms, including Facebook and Twitter, and by continuing to build its two online communities.

Throughout the year, Diplo's four active Twitter accounts increased in influence, reach, and numbers. By the end of the year, [@DiplomacyEdu](#) had more than 500 followers; [@ediplomat](#) and [@igcbp](#) each had over 1000 followers, and [@climate_diplo](#) had almost 400 followers. Diplo also integrated the use of Facebook in its outreach activities. By the end of the year, Diplo's page had over 900 fans, whereas the specialised pages (Internet governance and e-diplomacy) had over 1600 fans. Other platforms, including [YouTube](#), [SmugMug](#), and [LinkedIn](#), were used to share resources, as well as information about courses, events and activities, among Diplo's alumni and the wider community.

The two online communities – the Internet Governance Vommunity at www.diplointernetgovernance.org, and the Climate Change Community at climate.diplomacy.edu – gathered professionals from around the world. The online portals facilitated discussions, networking, and information-sharing. By the end of the year, the portals had over 1500 registered members.

11. Financial Report

STATEMENT OF FINANCIAL POSITION SUMMARY

As at 31 December 2011

	2011		2010	
	€	€	€	€
ASSETS				
Fixed assets				
Furniture and equipment		<u>12,526</u>		<u>17,171</u>
Current assets				
Debtors and other receivables	95,256		199,940	
Cash and cash equivalents	<u>891,924</u>		<u>660,532</u>	
		<u>987,180</u>		<u>860,472</u>
TOTAL ASSETS		<u>999,706</u>		<u>877,643</u>
FUNDS AND LIABILITIES				
Funds				
Founders' fund	23,294		23,294	
Capital assets fund	12,526		17,171	
General fund	<u>849,525</u>		<u>729,917</u>	
Total funds		885,345		770,382
Current liabilities				
Creditors and other payables		<u>114,361</u>		<u>107,261</u>
TOTAL FUNDS AND LIABILITIES		<u>999,706</u>		<u>877,643</u>

STATEMENT OF COMPREHENSIVE INCOME SUMMARY

For the year ended 31 December 2011

	2011	2010
	€	€
Revenue		
Main sponsors	860,266	1,061,500
Courses and other income	<u>858,183</u>	<u>769,827</u>
	1,718,449	1,831,327
Capital assets fund	<u>(7,659)</u>	<u>(18,583)</u>
Total operating income	<u>1,710,790</u>	<u>1,812,744</u>
Direct costs – courses, conferences and other events		
Salaries, lectures and other fees	1,076,414	1,012,723
Accommodation and travel costs	115,038	216,233
Other expenses	174,421	147,946
Promotion expenses	62,682	37,385
Gain on exchange rate	<u>(6,263)</u>	<u>(103,271)</u>
Administration and other expenses		
Salaries and professional fees	81,819	58,016
Accommodation and travel costs	2,394	4,519
Printing and publication costs	3,692	3,359
Rent and other office expenses	51,269	49,206
Other operating expenses	40,887	34,660
Finance costs	<u>1,133</u>	<u>1,121</u>
Total operating expenditure	<u>1,603,386</u>	<u>1,461,897</u>
Net surplus for the year	<u>107,304</u>	<u>350,847</u>

The summary financial report represents an extract from the audited financial statements of DiploFoundation for the year ended 31st December 2011. The auditors' report for these financial statements is shown below.

REPORT OF THE AUDITORS

To the Board of Administrators of the DiploFoundation

We have audited the accompanying financial statements of the DiploFoundation, which comprise the statement of financial position as at 31 December 2011 and the statement of comprehensive income, statement of changes in funds and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Director's Responsibility for the Financial Statements

As described on page 3, the director is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatements, whether due to fraud or error; selecting and applying appropriate accounting policies, and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those Standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion the financial statements give a true and fair view of the financial position of the Foundation as at 31 December 2011 and of its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards.

This Copy of the audit report has been signed by Charles Farrugia (Partner) for and on behalf of

DFK Malta

Certified Public Accountants
36/2, Manol Mansion
De Paule Avenue
Balzan BZN 9022

4 June 2012

Core Funding and Project Support:

Swiss Agency for Development and Cooperation
Ministry of Foreign Affairs of Malta

Additional Funding for Courses and Projects:

African, Caribbean and Pacific Group
Azerbaijan Diplomatic Academy
Commonwealth Secretariat
Council of Europe
Ministry of Foreign Affairs of the United Mexican States
Geneva Centre for Security Policy
Ministry of Foreign Affairs – The Kingdom of Bahrain
Internet Society – ISOC
European Association of Development Research & Training - EADI
Caribbean Telecom Union – St. Kitts
European External Action Service - EEAS
United Nations Development Prog. - UNDP Moldova
Verisign
International Federation of the Red Cross & Red Crescent Societies – IFRC
Department of International Relations and Cooperation – S. Africa - DIRCO

12. People

Board of Administrators

[Dietrich Kappeler](#)

Honorary President of DiploFoundation

[Victor Camilleri](#)

President, Ambassador of Malta to Libya

[André Liebich](#)

Vice President, Professor, International History and Politics, Graduate Institute of International and Development Studies, Geneva

[Stefano Baldi](#)

Diplo Senior Fellow and First Counsellor, Permanent Mission of Italy to the European Union in Brussels

[Saviour Borg](#)

Ambassador and Permanent Representative, Permanent Mission of Malta to the UN, New York

[Nermine El Saadany](#)

Director of International Relations, Ministry of Communications and Information Technology, Egypt

[Dante Martinelli](#)

Permanent Representative of Switzerland to the United Nations Office and to the International Organisations in Geneva

[Joseph Pirotta](#)

Former Head of International Relations, Faculty of Arts, University of Malta

[Jovan Kurbalija](#)

Secretary of the Board

Senior Management Team

[Jovan Kurbalija](#)

Founding Director

[Dejan Dincic](#)

Technical Director

[Hannah Slavik](#)

Educational Programmes Director

[Mary Murphy](#)

Director of Operations

Senior Fellows

[Stefano Baldi](#)

Director of the Diplomatic Institute of the Italian Ministry of Foreign Affairs

[Geoff Berridge](#)

Professor Emeritus, University of Leicester

[Eduardo Gelbstein](#)

Former Director of the UN Information Center

[Aldo Matteucci](#)

Former Deputy Secretary General of EFTA

[Kishan Rana](#)

Professor Emeritus and former Indian ambassador

[Alex Sceberras Trigona](#)

Former Minister of Foreign Affairs, Malta

Staff

[Martin Aquilina](#)

Finance Manager

[Miodrag Badnjar](#)

Media Developer Online Courses

[Patrick Borg](#)

MA Dissertations Co-ordinator and Online Programmes Assistant

[Stephanie Borg Psaila](#)

Online Communications Co-ordinator

[Sylvie Buhagiar](#)

Accounts Clerk Creditors and HR Assistant

[Matthew Bugeja](#)

Accounts Clerk Debtors

[Jelena Jakovljevic](#)

Webmaster

[Arvin Kamberi](#)

Multimedia Co-ordinator

[Zoran Kracunovic](#)

Software Developer

[Nikola Krstic](#)

Senior Software Developer and Belgrade Office Manager

[Branislav Kurbalija](#)

Software Developer

[Dragana Markovski](#)

Online Programmes Assistant

[Mina Mudric](#)

Publications Manager

[Tanja Nikolic](#)

Course Admissions Co-ordinator

[Virginia \(Ginger\) Paque](#)

IGCBP Online Programmes Co-ordinator

[Vladimir Radunovic](#)

IGCBP Programme Development

[Andrej Skrinjaric](#)

Online Programmes Co-ordinator

[Vladimir Veljasevic](#)

Illustrator

[Milica Virijevec Konstantinovic](#)

Office Administrator Belgrade, and Travel and Workshop Co-ordinator

Faculty

Amr Aljowaily (Egypt)
Stefano Baldi (Italy)
Geoff Berridge (UK)
Andri Bisaz (Switzerland)
Stephanie Borg Psaila (Malta)
Victor Camilleri (Malta)
Alejandra Lopez Carbajal (Mexico)
Solange Cross (Trinidad and Tobago)
Priyanthi Daluwatte (Sri Lanka)
Adela Danciu (Romania)
Petru Dumitriu (Romania)
Emmanuel Edet (Nigeria)
Haraldur Egilsson (Iceland)
Elizabeth Galvez (UK)
Biljana Glisovic Milic (Serbia)
Marsha Guthrie (Jamaica)
Tracy Hackshaw (Trinidad and Tobago)
Katharina Hoene (Germany)
Anna Khakee (Malta)
Jovan Kurbalija (Switzerland)
Christopher Lamb (Australia)
Marilia Maciel (Brazil)

Anju Mangal (Fiji)
Andrei Mikheyev (Russia)
Sheba Mohammid (Trinidad and Tobago)
Mwende Njirajini (Kenya)
Benson Ncube (Botswana)
Jean Paul Nkurunziza (Burundi)
Utchay Okoli (Nigeria)
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Vladimir Radunovic (Serbia)
Kishan Rana (India)
Katitza Rodriguez (Peru)
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Alex Sceberras Trigona (Malta)
Paramjit S Sahai (India)
Biljana Scott (UK)
Andrej Skrinjaric (Serbia)
Tore Svenning (Norway)
Christiaan Sys (Belgium)
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Ibrahim Uvais (Maldives)



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