

DIPLO

Annual Report
2020



IMPRESSUM

Annual Report 2020

Published by DiploFoundation (2021)

Malta

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

Switzerland

WMO Building (2nd floor)
7bis, Avenue de la Paix CH-1202
Geneva
Switzerland

Serbia

DiploCentar
Branicevska 12a/12
11000 Belgrade
Serbia

USA

Diplo US
1100 15th Street NW, FL 4
Washington, DC 20005
USA

diplo@diplomacy.edu
www.diplomacy.edu


 This icon indicates that there is more background material in the digital version.

Table of Contents

1. Introduction	4
2. Capacity development programmes and partnerships	6
3. Geneva Internet Platform	12
4. ConfTech: From onsite to online	19
5. Projects, dialogues and publications	23
6. Communications	27
7. Financial Report	32
8. People	35

1. Introduction

How you did in this pandemic, as a country, a village, a business, a group, or an individual, whether emotionally, economically, or morally, is an indication of how robust you are and how fit you will be for the next decades.

Nassim Nicholas Taleb
Author of 'Black Swan'

In 2020, Diplo passed Taleb's stress test with flying colours. When the pandemic started in March last year, Diplo reacted with high agility by supporting and enabling the transition of international organisations, diplomatic services, and civil society towards online meetings. Our just-in-time response included:

- **The new ConfTech project**, our 'one-stop shop' for providing assistance with organising and running online meetings, selecting appropriate platforms, preparing for effective moderation, dealing with security and privacy issues. This included a **Help desk for online meetings** [for](#) hands-on support for meeting organisers, **ConfTech Labs** in Geneva and Belgrade for testing the latest technology, and a **series of manuals, articles, and blogs** [on](#) online meetings and diplomacy in the pandemic.
- **Online conversations** on the technological, human rights, diplomatic, and security aspects of the pandemic, including Right On discussions [with](#) the human rights community, briefings for diplomatic services worldwide, WebDebates, and other events organised by Diplo and the Geneva Internet Platform (GIP). [for](#)
- **A just-in-time course** on online meetings in Diplomacy and Global Governance, run several times in 2020, focusing on practical skills and knowledge for Zoom diplomacy.
- **Two international conferences** on the impact of the pandemic on diplomacy: The Future of Meetings [for](#) (19 May 2020) and The Future of Multilateral Diplomacy [for](#) (22 October 2020).

With the help of our donors and partners, especially the **governments of Switzerland and Malta**, Diplo managed to prove itself once again as an innovative and relevant organisation that can respond to crises and new challenges in fast, creative, and practical ways.

This transformational year was also marked by the beginning of the **partnership with the Ford Foundation**. The foundation has trusted us with core support to continue our mission.

Diplo 5.0: Achieving higher levels of cognitive proximity

In parallel to responding to the pandemic, Diplo accelerated the shift towards **Diplo 5.0, a set of approaches and organisational changes**, which will ensure that it remains the cutting-edge innovator in the years to come. At the core of Diplo 5.0 is the concept of 'cognitive proximity' among Diplo researchers, students, and staff as well as between humans and machines.

Cognitive proximity is fostered through low hierarchy, high organisational flexibility, and reduction of barriers in communication such as cultural biases and professional silos.

A practical example of the strength of Diplo 5.0 can be seen from through the organisation – in less than 10 days – of a substantive and innovative response to the cyber aspects of the Biden–Putin summit in Geneva, which took place on 16 June 2021.) which included:

- **Innovative thinking:** Developing the concept of cyber detente that can serve as a basis for global discussions on cyber issues in times to come.
- **Substantive research:** Support for innovation via solid research on developments prior to the summit and reasons why Russia and the USA may initiate a 'cyber detente' in the digital realm
- **Creative solutions:** Drawings and videos that summarise which simplify the complex context around 'cyber detente'

- **Engaging and inclusive events:** Well-attended and impactful events with a wide range of views including Russia, India, and the USA
- **Broad media footprint:** Coverage on TV, print media, social media platforms, and other online communication channels
- **Sustainable follow up:** Continuous monitoring of the implementation of Biden-Putin cyber arrangements: e.g. the fight against cybercriminals, cooperation in international organisations, etc.

Such a fast, substantive, and impactful approach on the Biden-Putin summit and cyber detente was possible due to high levels of cognitive proximity among Diplo and GIP researchers, artists, AI specialists, communication operators, web developers, etc.

Once fully in place, Diplo 5.0 could set the stage for a new type of management and organisation around higher cognitive proximity, the centrality of knowledge, and the holistic use of human and artificial intelligence for research, education, and communication purposes.

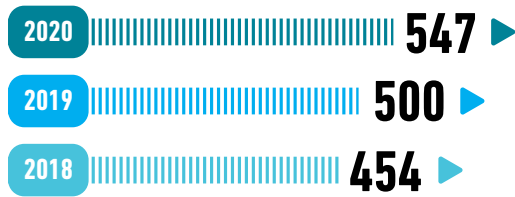
A heartfelt thanks to all our partners, donors, and supporters for joining this journey that has and will continue to create new paths and breakthroughs in how we deal with international challenges and the future of diplomacy.



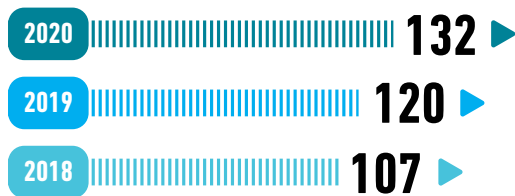
Dr Jovan Kurbalija
Executive Director, DiploFoundation

2. Capacity development programmes and partnerships

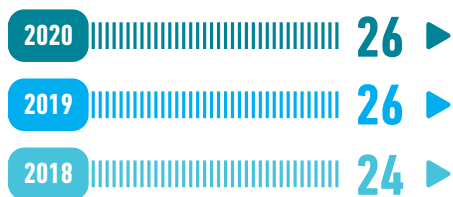
Number of participants in online and blended courses



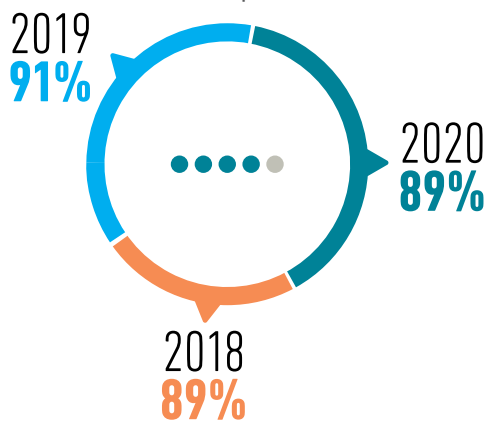
Number of countries represented



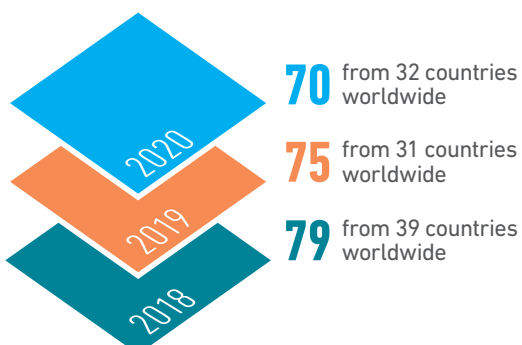
Number of online and blended courses



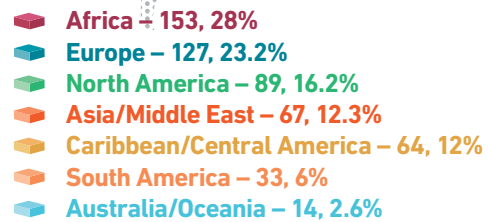
Course completion rate



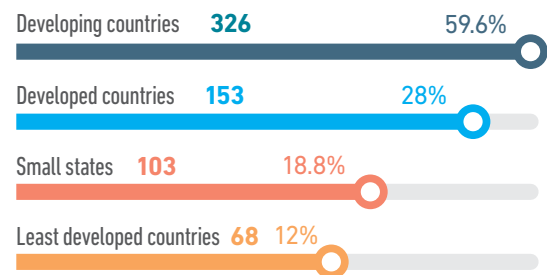
Number of lecturers, tutors, and course team members



547 participants worldwide in 2020



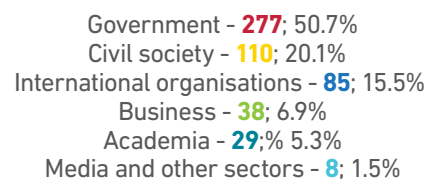
Origin



Gender



Sectors



Participants made 19,435 hypertext entries (i.e. comments made by course participants on the texts provided in online classrooms), while moderators made 9,560 entries.

Diplo's capacity development programmes in 2020 included online courses and the Master in Contemporary Diplomacy programme, the Capacity Development Programme for the Participation of Small and Developing Countries in Global Policy Processes, and other blended and online programmes.

In response to shift towards online meetings during the COVID-19 pandemic crisis, Diplo mobilised all its resources to provide capacity development for organising and running online events; see [Section 2.6](#) below.

2.1 Online courses and Master in Contemporary Diplomacy

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

- [Certificate courses](#) (participants enrol with Diplo and receive a certificate from Diplo on successful completion).
- [University of Malta accredited courses](#) (participants enrol at the University of Malta and receive ECTS credits).
- As part of the [Master/Postgraduate Diploma in Contemporary Diplomacy](#) offered in cooperation with the University of Malta.
- As part of the [Advanced Diploma in Internet Governance](#) (for courses with an internet governance focus).

Participants in Diplo's [interactive online courses](#) learn in small groups of 12 to 25, led by an expert lecturer or lecturing team. Learning takes place in an online classroom where participants find course readings, learning activities, assignments, and tools for online learning. Each week, participants read and discuss the lecture text for that week, adding comments, questions, arguments, references, and other contributions using hyper-text entries. Lecturers and other participants read and respond to these entries, creating interactions based on the text.

During the week, participants complete additional activities (e.g. further discussion via blogs or forums, quizzes, group tasks, simulations, or short assignments). At the end of the week, participants and lecturers meet online in a chat room to discuss the week's topic. Courses require a minimum of five to seven hours of study time per week.

2.1.1 Certificates and accredited courses

In 2020, Diplo offered 20 certificate courses, most with

a diplomacy or digital policy focus:

- 21st Century Diplomacy
- Artificial Intelligence: Technology, Governance, and Policy Frameworks
- Bilateral Diplomacy
- Capacity Development
- Cybersecurity
- Development Diplomacy
- Diplomacy of Small States
- Diplomatic Law: Privileges and Immunities
- Diplomatic Theory and Practice
- E-Diplomacy
- Economic Diplomacy
- Internet Technology and Policy: Challenges and Solutions
- Introduction to Internet Governance
- Language and Diplomacy
- Multilateral Diplomacy
- Negotiation Skills
- Public Diplomacy
- NEW! Online Meetings and Conferences: How to run effective and secure events (three sessions)

Participants joined courses via individual registrations or programmes run in cooperation with their ministries of foreign affairs (MFAs). Participants had the option of applying for most of these courses via the University of Malta in order to obtain ECTS credits.

Further online courses and training programmes were offered in cooperation with the Geneva Internet Platform (described in [Section 3.5](#)) and various international partners (described in [Section 2.4](#)).

2.1.2 Master/Postgraduate Diploma in Contemporary Diplomacy

The [Master/Postgraduate Diploma \(PGD\) in Contemporary Diplomacy](#), offered in cooperation with the University of Malta, is a 16 to 20-month blended learning programme involving a residential workshop in Malta, online courses, and a Master's dissertation. Participants in this programme can select a specialisation in internet governance by attending several required courses and

writing their dissertations on internet-governance-related topics.

In 2020, 10 participants – diplomats and other international relations professionals – were accepted to the Master/PGD in Contemporary Diplomacy. These included five participants who selected the internet governance specialisation. With the support of the Government of Malta, Diplo offered partial scholarships (ranging from a 20% to 50% reduction in programme fees) to 7 participants from developing countries in Africa, Asia, and the Caribbean. Table 1 shows the geographical distribution of participants.

Table 1: Geographical distribution of Master/PGD 2020 participants

Africa	4
Asia	1
Caribbean	2
Europe	3

Following Diplo's blended-learning approach, participants began the programme by attending a 10-day workshop in Malta which focused on building practical skills for diplomacy, in areas such as language and influence, diplomatic protocol and etiquette, internet governance, e-diplomacy, negotiation, public diplomacy, and public speaking. Participants were also introduced to the online classroom and brushed up on their academic study skills.

During the online learning phase, participants selected and completed five courses from Diplo's catalogue. At this point, they were eligible to obtain the PGD in Contemporary Diplomacy or to begin writing their Master's dissertations (in the second year of the programme). Dissertation work involves individual research and writing, in close contact with a supervisor. Candidates are expected to prepare and submit a 25,000-word dissertation over a period of five months (full time) or nine months (part time).

In 2020, 11 participants who had started the Master/PGD programme in 2019 began to write their dissertations (Table 2).

Table 2: Dissertations commenced in 2020

Name	Country	Dissertation Title
Carlos Enrique Torres Corona	Mexico	<i>Towards a structured and effective digital diplomacy strategy for Mexico in the USA</i>
Collins Odour	Ethiopia	<i>Embracing Social Media as a Tool for Improving E-Diplomacy in Africa: Case of Africa Union</i>

Denise Demicoli	Malta	<i>Insecurity in globalising otherness: a discourse analysis of booming unilateral, individualist trends and relative counter-narratives in contemporary foreign policy</i>
Gennike A. Mayers	Trinidad and Tobago	<i>Good offices between good neighbours: CARICOM diplomacy and the Venezuelan refugee crisis</i>
Marco Larsen	Seychelles	<i>What are the alternatives to European Union (EU) membership for European Countries? A case study of the Republic of Turkey</i>
Mercy Kanini Mutemi	Kenya	<i>The cost of being left behind; what it means to be unconnected to the Internet in Kenya today</i>
Raúl Mendoza Gallo	Mexico	<i>Towards the definition of a Public Diplomacy strategy for Mexico in the face of its relation with the United States of America</i>
Rodwell Chitiyo	Zimbabwe	<i>Stepping up child online protection efforts by the government and other stakeholders: A case study of Zimbabwe</i>
Shantal Sasha Marin	Belize	<i>Language Barriers and Regional Integration in Latin America: Native Languages in a Spanish Speaking Region</i>
Verengai Mabika	Zimbabwe	<i>An analysis of how consolidation and concentration of power by few Internet players could alter Internet Governance structures and form in sub Saharan Africa</i>
William Todd	United States	<i>Developmental Diplomacy: Replacing Endpoints with a Continuum</i>

Three of the candidates who started writing their dissertation in 2020 submitted their work and graduated that same year; the remaining candidates are currently finalising their dissertations or waiting for examination results. They will graduate in November/December 2021, following approval of their dissertations.

In November 2020, the University of Malta awarded the Master in Contemporary Diplomacy to six candidates who began dissertation work in 2019 and 2020.

During 2020, after approval from the University of Malta, the decision was made to run the 2021 programme entirely online due to COVID-19.

2.1.3 Advanced Diploma in Internet Governance

The [Advanced Diploma in Internet Governance](#), introduced in 2016, gives current and future internet policymakers a solid foundation in the practical and diplomatic skills and techniques necessary to engage effectively

in international global policy processes. To obtain the diploma, participants must successfully complete three of five technology-related courses (Introduction to Internet Governance; E-Diplomacy; Internet Technology and Policy: Challenges and Solutions; Cybersecurity;

Artificial Intelligence: Technology, Governance, and Policy Frameworks) within a three-year period. In 2020, five participants were awarded the Advanced Diploma, while five other participants were actively pursuing the Diploma.

2.2 Scholarships offered by the Government of Malta

In 2020, the Government of Malta allocated funds to support scholarships for applicants from developing countries to attend Diplo courses:

- Through the *Small States Fellowship* programme, 26 participants from Jamaica, Kiribati, Malta, Namibia, Saint Lucia, Saint Vincent and the Grenadines, Lesotho, Liberia, Maldives, Mauritius, Saint Kitts and Nevis, and Solomon Islands attended various courses throughout 2020.
- Through the *Malta Scholarships* programme, full or partial support enabled 62 participants from

37 developing countries to attend online courses.

- Ten participants from Malawi, Somalia, Namibia, Philippines, Nigeria, Kenya, Saint Lucia, and Uganda were supported through partial scholarships to attend the Master/Postgraduate Diploma in Contemporary Diplomacy.

The funding from the Government of Malta also supported updates and improvements to online course materials, research and development for new courses, and maintenance of the technology infrastructure to support online learning.

2.3 Capacity Development for Knowledge and Agenda 2030

Collaboration with the SDC continued in 2020, thanks to a contract covering the years 2020–2022. Diplo has worked on:

- Developing and strengthening the capacity of small and developing countries to facilitate their participation in global digital policy processes. As part of this effort, scholarships were provided to assist seven candidates from SDC priority developing countries to attend Diplo's online courses on Capacity Development, Humanitarian Diplo-

macy, and Sustainable Development Diplomacy.

- Increasing Diplo's contribution to the 2030 Agenda and global support of UN reform, including contributing to the implementation of the Report of the UN High-level Panel on Digital Cooperation.
- Assisting the SDC with internal capacity building to reap the benefits of digitalisation - organisation of tailored webinars to SDC staff.
- Strengthening Diplo's institutional effectiveness and set-up, thus strengthening its global impact.

2.4 Civil Society in Internet Governance

In 2020, Diplo's work was supported by funding from the Ford Foundation. Diplo supports the involvement of civil society actors in digital policy and internet governance.

Governments of small and developing countries, while remaining the main decision-makers, find it often challenging to navigate the complex digital environment and its impact on everyday life. It is often difficult for them to involve other stakeholders – in particular the private sector and civil society (NGOs, the technical community, academia, and the media). These stakeholders should be able to directly participate in policy-shaping and im-

pact decisions, providing they understand digital policies and the relevant political and diplomatic processes. They must be given the opportunity to meaningfully engage. Robust and inclusive internet governance must reflect the growing relevance of the internet for global economic, social, and political life. Many small and developing countries in general and their civil societies in particular are excluded from international digital processes for a wide range of reasons.

Through the support of the Ford Foundation, Diplo's work was strengthened and expanded to provide stron-

ger support to civil society. It has allowed to boost participation of civil society in courses and training and

provide 11 full and partial scholarships to course participants from civil society.

2.5 Training partnerships with MFAs, diplomatic academies, and other academic institutions

2.5.1 Instituto Matias Romero of the Mexican Ministry of Foreign Affairs

Diplo's cooperation with the [Instituto Matias Romero](#) (IMR) of the Mexican MFA began in 2004, when the institute first enrolled participants in Diplo's online courses. The memorandum of understanding between Mexico, Malta, and Switzerland on diplomatic training, which provides a framework for this cooperation, was last renewed in [2018](#). Through this agreement, the IMR enrolls diplomats in Diplo's online courses and cooperates with Diplo on other educational initiatives.

Since 2004, more than 600 diplomats from Mexico have attended Diplo's online training courses, with 60 participants enrolling in 2020.

2.5.2 Ministry of Foreign Affairs and International Cooperation of the United Arab Emirates and Emirates Diplomatic Academy

Since 2017, Diplo has cooperated informally with the Ministry of Foreign Affairs and International Cooperation of the United Arab Emirates, with Emirati diplomats joining Diplo's online courses. Diplo also has a well-established programme of cooperation with the Emirates Diplomatic Academy (EDA). In 2020, Diplo ran the following training programmes for EDA (the delivery format shifted from on-site in Abu Dhabi to online due to the pandemic):

- Economic Diplomacy and Attracting FDI (Ambassador Kishan Rana, 9–10 September)
- Consular and Humanitarian Diplomacy (Ambassador Christopher Lamb, Mr Tore Svenning, 14–15 October)
- Effective Writing in Multilateral Diplomacy (Ms Liz Galvez, 21–22 October)

2.5.3 International Federation of Red Cross and Red Crescent Societies

In 2020, Diplo and the International Federation of Red Cross and Red Crescent Societies (IFRC) continued to run the bi-annual 12-week [Online Diploma Course in Humanitarian Diplomacy](#), marking the ninth year of cooperation. The course consists of an eight-week interactive online learning phase that introduces participants to humanitarian diplomacy concepts, actors, and

tools, including persuasion and negotiation; and a four-week research phase during which participants prepare a 5,000-word paper on a topic of relevance to their professional development or interests.

In 2020, the course was offered to groups of 23 and 29 participants, starting in February and September, respectively. While the course materials and instruction were in English, participants were given the option to write their research papers in French or Spanish. Interest in the course remained high and the post-course feedback indicated a high level of satisfaction.

2.5.4 Policy and Regulation Initiative for Digital Africa

In 2019, Diplo was contracted by the African Union Commission to assist with implementation of the Policy and Regulation Initiative for Digital Africa (PRIDA) project. ICT infrastructure in Africa has evolved significantly in recent decades. Still, in comparison with other continents, Africa lags in terms of widely available and affordable broadband access.

As a part of this project, Diplo organised and delivered an 8-week online course entitled *Introduction to Digital Policy and Internet Governance for Africa 2020* to a group of 22 participants from March to April 2020. The course focused on building participants' knowledge about the latest developments in the field of internet governance and digital policy.

Another aspect of the project was a report entitled [Sustainable Capacity Building: Internet Governance in Africa](#), described in [Section 5.3.2](#).

This project is funded under the Annual Action Programme 2017 of the EU's DCI (Development Cooperation Instrument) Pan-African Programme.

2.5.5 European External Action Service

In 2020, Diplo delivered three training seminars on diplomatic protocol and etiquette in Brussels for the European External Action Service (EEAS) and European Parliament officials. The seminars were delivered on 29 September, 16 October, and 11 December by Diplo faculty member Olaph Terribile.

2.5.6 Azerbaijan Diplomatic Academy

In 2020, Diplo was invited by long-time partner Azerbaijan Diplomatic Academy to delivery four online training seminars as part of their Advanced Foreign Service Programme:

- Crisis Management (Ambassador Olaph Terribile, 23 October)
- Consular Crisis Management (Ambassador Olaph Terribile, 11 November)
- Diplomatic Protocol (Ambassador Olaph Terribile, 27 November)
- Cyber Diplomacy (Mr Vladimir Radunovic, 4 December)

2.5.7 Asia-Europe Foundation Public Diplomacy Training

In 2020, Diplo delivered the 8th edition of the Asia-Europe Foundation (ASEF) Public Diplomacy Training (formerly the 'Asia-Europe Public Training Initiative') in cooperation with ASEF. The training consisted of a six-week online course starting in October, offered to a group of 22 participants.

This programme was set up in 2013 by the [Asia-Europe Foundation](#) (ASEF), Diplo, and the [National Centre for Research on Europe – University of Canterbury](#), to help promote and facilitate skills training for diplomats and

civil society actors. The aim of the initiative is to improve public diplomacy efforts between the countries of the Asia-Europe Meeting (ASEM) process.

Training sessions have been offered annually from 2014 to 2020, with eight tutored online courses and seven face-to-face trainings held in Geneva (Switzerland), Kuala Lumpur (Malaysia), Bangkok (Thailand), The Hague (Netherlands), Jakarta (Indonesia), Vienna (Austria) and Siem Reap (Cambodia). On account of travel restrictions caused by the COVID-19 pandemic, the 2020 face-to-face workshop was postponed to 2021.

With positive feedback from participants, the project has generated great interest from all stakeholders, resulting in project continuation in 2021, with the 9th edition of the online course scheduled for autumn 2021.

2.5.8 Organization of American States

Through Diplo's office in the USA, Diplo initiated a new partnership with the Organization of American States (OAS), contributing to their capacity building efforts in digital policy for member states. In 2020, Diplo conducted the first 10-week online training course, tailored to the context of the region. Some 27 participants from 16 OAS member states took part in the course. The cooperation will continue in 2021.

2.6 Diplo's alumni network



Diplo's alumni network continued to grow in 2020, reaching over 6,600 members from 203 countries and territories by the end of the year (refer to the [interactive alumni map](#)). We engage with the alumni network regularly, keeping them up to date with activities, projects, study opportunities, new publications, and more.

In 2020, alumni continued to join the closed Facebook group created in 2017. The platform helps alumni share updates, brainstorm new ideas, and network in an informal setting. In 2020, the group membership increased to 499 members. Over 230 posts were shared by Diplo alumni, faculty, and staff members.



Diplo's alumni map

3. Geneva Internet Platform

The GIP in numbers

- 9 reporting initiatives from major internet governance events
- 10 Internet governance briefings
- 10 issues of the GIP *Digital Watch* newsletter
- 15 weekly digests
- 20 GIP speakers at partner events
- 22 public events organised/co-organised by the GIP in Geneva
- 50 individual briefings and meetings with permanent missions, IOs, and academia



The GIP, an initiative supported by the Swiss authorities and operated by Diplo, completed its seventh year of operation. The major highlights were:

- The launch of the Geneva Digital Atlas ([Section 3.1](#))
- The Road to Bern via Geneva ([Section 5.3.1](#)) and Right On series of dialogues ([Section 5.3.2](#))
- The new Tech Attachés circle and meetings ([Section 3.4.2](#))
- The launch of the redesigned GIP Digital Watch observatory ([Section 3.3.1](#))
- The new weekly digital policy digest, in addition to the regular monthly newsletter ([Section 3.5](#))
- The 15th Internet Governance Forum (IGF), which was held online for the first time ([Section 3.7](#))
- Plus regular briefings ([Section 3.4.1](#)), new research and publications by the GIP ([Section 3.4](#)), just-in-time reporting initiatives ([Section 3.6](#)) and improved GIP- and observatory-related communications ([Section 6](#)).

3.1 Geneva Digital Atlas

On 30 November, the GIP launched the Geneva Digital Atlas, a comprehensive mapping of the digital policy and IG scene in International Geneva. The Atlas provides in-depth coverage of the activities of almost 40 actors, including analysis of policy processes and a catalogue of core instruments and featured events.

The Geneva Digital Atlas features digital governance tours combining virtual and physical experiences in dealing with standardisation, data, cybersecurity, and other pressing issues of our times. In 2021, the GIP will continue to navigate the Geneva digital landscape through monthly thematic discussions that connect the dots among the existing policy processes.



3.2 Geneva Engage Awards

The annual Geneva Engage Awards recognise International Geneva actors in their social media outreach and online engagement. Geneva Engage examines links between International Geneva and communities from around the world that are affected by the policies discussed and negotiated in Geneva in areas such as development, human rights, digital, and similar issues. The three categories of the Geneva Engage Awards are: International Organisations, Non-Governmental Organisations and Associations, and Permanent Representations to the United Nations in Geneva.

In 2020, a new award was introduced for innovative and

effective approaches to conducting remote meetings. This new award aims to encourage new developments for the effective interplay between traditional and online meetings. The IGF was the recipient of this award.

The winners of the [5th Annual Geneva Engage Awards](#) held on 29 January 2020, were the United Nations High Commissioner for Refugees (UNHCR) for the IO category, the The New Humanitarian (TNH) for the Non-Governmental Organisation category, and The Permanent Mission of Norway for the Permanent Representations category.



3.3 The Digital Watch observatory

The *GIP Digital Watch* observatory, launched in 2015, is a comprehensive internet governance and digital policy observatory. The platform provides a neutral one-stop shop for live developments, overviews and explanatory texts, events, resources, and other content related to internet governance and digital policy.

3.3.1 A redesigned observatory

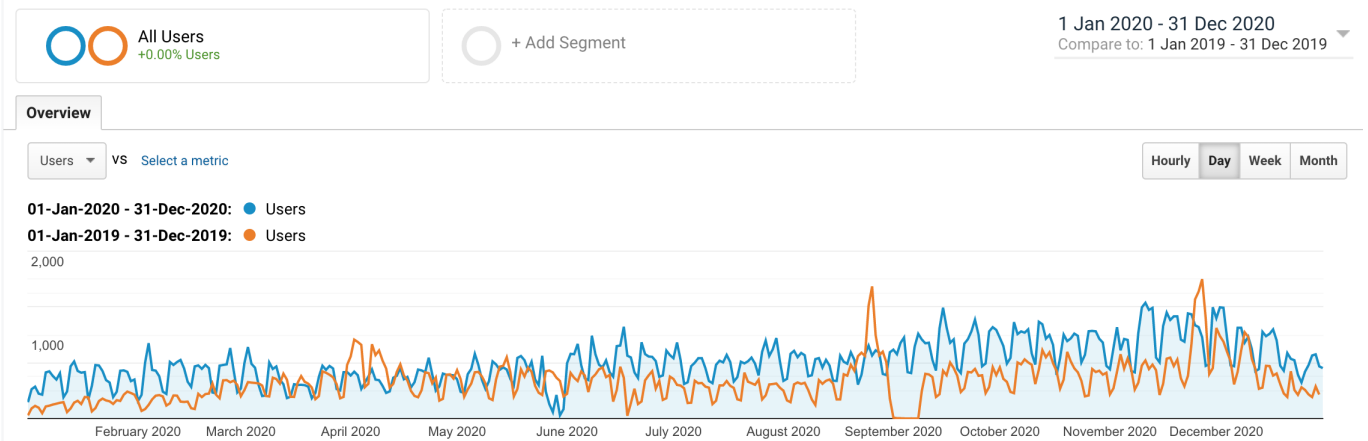
The *GIP Digital Watch* observatory website was redesigned and migrated to the Drupal 8 platform in 2019 through two phases. The first took place from January to June 2019 and included redesign development, mock-ups, and preparation of migration. The second phase from June to September 2019 included structure and layout modifications with custom sections, better linking between content across the website, more templates for page types, more mobile friendly adapted content, and optimised code for better accessibility.

Further redesign (technical and functional) was carried out in 2020 to cater to the large database of content on the observatory and the latest trends in user interface. The observatory is now more structurally stable, faster to load, and easier to navigate. Improvements will continue to be made in 2021.

3.3.2 Record-breaking number of visitors

As in previous years, the website continued registering a steady increase in the number of visitors. A strong SEO strategy, together with new initiatives, reporting activities, regular updates, and highly relevant topics with strong search engine ranking, were among the factors that attracted a record-breaking number of visitors in 2020.

There was a noticeable growth of users in comparison to last year (+52.43%), as well as in the number of sessions (+51.85%) and page views (+56.95%).



Overview of users: 2020 vs 2019

As observed since the launch of the observatory, most users outside of Switzerland are from the biggest inter

net countries: the USA, India, the UK, and China. Developing countries remained among the top 10 countries for users.

3.4 Briefings and policy dialogues on digital policy

In 2020, the GIP organised and co-organised several policy dialogues. The main events are described below.

3.4.1 Monthly briefings

The GIP continued to provide online [monthly briefings on internet governance](#) on the last Tuesday of every month. These offered a 'zoomed-out' update of major global IG and digital policy developments and a discussion on what to expect in the immediate future. We tracked developments related to event cancellations around the world and the increased importance of IG and digital policy issues:

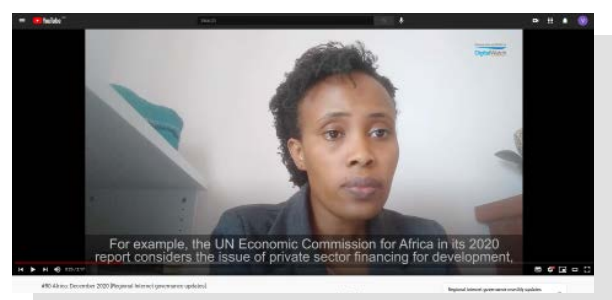
- [\[Briefing\] Internet governance in January 2020 | 28 Jan 2020](#) | Online, with regional updates
- [\[Briefing\] Internet governance in February 2020 | 25 February 2020](#) | Online, with regional updates
- [\[Briefing\] Internet governance in March 2020 | 31 March 2020](#) | Online, with regional updates
- [\[Briefing\] Internet governance in April 2020 | 28 April 2020](#) | Online, with regional updates
- [\[Briefing\] Internet governance in May 2020 | 26 May 2020](#) | Online, with regional updates
- [\[Briefing\] Internet governance in June 2020](#) | 6 months in review, internet governance January–June 2020 | [25 June 2020](#) | Online, with regional updates
- [\[Briefing\] Internet governance in July–August 2020 | 25 August 2020](#) | Online, with regional updates
- [\[Briefing\] Internet governance in September](#)

[2020](#) | [29 September 2020](#) | Online, with regional updates

- [\[Briefing\] Internet governance in October 2020 | 27 October 2020](#) | Online, with regional updates
- [\[Briefing\] Internet governance in November 2020 | 24 November 2020](#) | Online, with regional updates

Unique regional perspectives on digital policy-related issues were increasingly important. We learned about the specific obstacles – that were exacerbated by the pandemic – that countries and regions faced. Regional updates were prepared by our team of experienced rapporteurs and were delivered through recorded video interventions, which have become an integral part of the briefings. The [regional developments](#) presented during each briefing can also be found on dedicated pages on the *GIP Digital Watch* observatory:

- [Africa](#)
- [Asia](#)
- [North Africa and the Middle East\(MENA\)](#)
- [Latin America](#)
- [Caribbean](#)



3.4.2 Tech Attachés circle

The Tech Attachés circle – an informal and small group of Geneva diplomats following digital policy issues – enjoyed renewed dynamism in the autumn. After realising that face-to-face interactions were being missed among diplomats, the GIP experimented with micro-events in line with public health measures. Welcomed synergy with the ConfTechLab project and the development of an experimental place at the GIP's offices enabled the organisation of efficient in-person and hybrid meetings. Bringing together up to five participants *in situ*, complemented by the attendance of more colleagues online, enabled us to have excellent discussions along with valuable networking opportunities. This 'exclusivity by necessity' approach paradoxically proved to be more efficient in terms of exchanges, discussion, and networking than larger get-togethers.

The GIP organised two series comprising three events each. The first series was dedicated to AI – using the speech generator exercise, we worked with diplomats to understand what is under the bonnet of an AI system and how artificial and human intelligence complement each other. The second series was devoted to e-commerce.

Because of limited capacity and thus a more exclusive feel, we witnessed huge interest and filled all available spots immediately. The feedback was very positive and plans are under way to organise more small gatherings. The theme planned for the third series is standardisation.

At the same time, the GIP is proactively working on enlarging the Tech Attachés circle to include more diplomats, especially from small and developing countries.

3.4.3 Other briefings and policy dialogues

The GIP also organised or participated in the list of events below in 2020.

- **30 January 2020:** [20 Keywords for the digital 2020s: Reviewing digital policy developments & what to expect](#) | GIP premises | Event organised by the GIP
- **25 February 2020:** Chatham House's Roundtable on Cyberdiplomacy| Oxford, UK| Dr Jovan Kurbalija represented the GIP
- **3 March 2020:** Lecture for Master's students from the College of Europe: 'Digital Diplomacy at

Crossroads' |GIP Premises | Dr Jovan Kurbalija addressed the students

- **28 May 2020:** [Protecting the rights of older persons during the COVID-19 pandemic](#) | Online | Organised by the GIP
- **23 June 2020:** [Online discussion: Navigating Geneva's digital policy landscape](#) | Online | Organised by the GIP
- **2 July 2020:** Future of Meetings for Geneva Platforms | Online | Mr Marco Lotti represented the GIP
- **16 September 2020:** [Roundtable: 'Geneva and Internet Governance'](#) | Geneva, Switzerland | Dr Jovan Kurbalija represented the GIP
- **5 October:** [Data Privacy and Protection in International Law](#) | Online | Dr Jovan Kurbalija represented the GIP
- **7 October 2020:** [IGF Italia - La "Carta dei diritti di Internet" e il report 'The Age of Interdependence' principi e sfide](#) | Online | Dr Jovan Kurbalija represented the GIP
- **8 October 2020:** 'How to Navigate Digital Geneva', Welcome to newly appointed ambassadors in Geneva | Geneva, Switzerland | Organised by the GIP
- **18 October:** [The Geneva Session at the UN World Data Forum](#) | Online | Co-organised by the GIP
- **20 October 2020:** Visit of the Delegation of the Holy See | GIP premises | Dr Jovan Kurbalija and Dr Teresa Horejsova represented the GIP
- **22 October 2020:** [The future of multilateral diplomacy](#) | Online | Co-organised with the GIP
- **3 November 2020:** Building Trust in Cybermediation: A Collective Leadership Challenge? - Geneva Peace Week Session as part of the CyberMediation Network | Online | Mr Vladimir Radunovic represented the GIP.
- **16-17 November 2020:** [AI Governance Conference](#) | Online | Dr Jovan Kurbalija and Dr Katharina Hoene represented the GIP
- **18 November:** [Water and Cyber security - Protection of critical water-related infrastructure](#) | Online | Dr Jovan Kurbalija represented the GIP
- **23 November 2020:** [Data 2025 v.2.0 Conference](#) | Geneva, Switzerland | Dr Jovan Kurbalija represented the GIP
- **2 December 2020:** Content Policy & Internet Governance Lecture at UniGE | Online | Mr Marco Lotti represented the GIP
- **16 December:** [IGF 2020 Debrief](#) | Online | Co-organised by the GIP

3.5 Digital Watch newsletters

Every month, the GIP publishes a range of materials, from newsletters and reports to flyers and awareness-raising content. In September 2020, a new publi-

cation was launched: a weekly digest of policy developments.

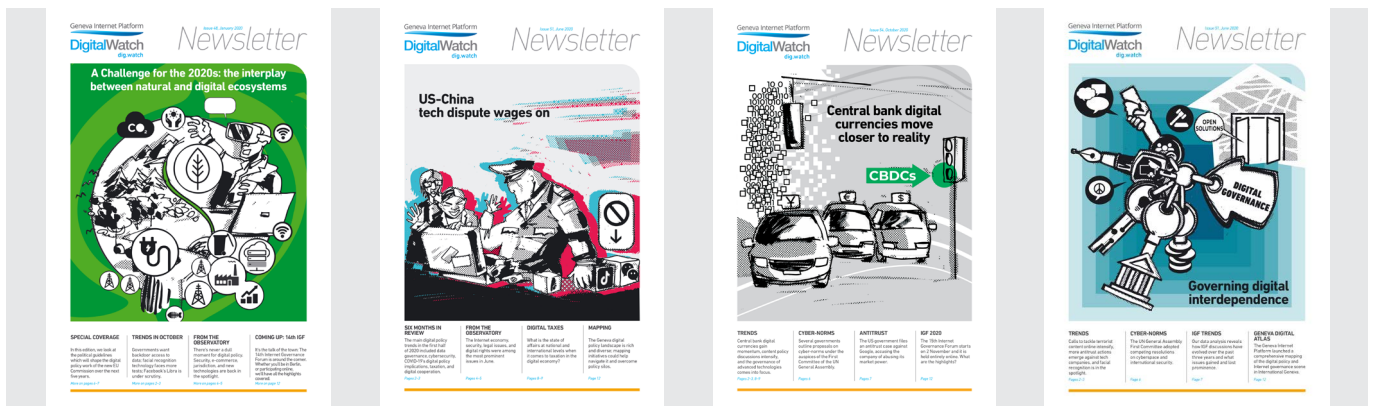
3.5.1 Monthly

The *Digital Watch* newsletter is the GIP's monthly newsletter, published with Diplo's support. The newsletter includes a summary of the main digital policy trends, a round-up of developments per thematic area, analysis of topical issues, a summary of the main discussions in Geneva, and a lighter section for announcements or crosswords. The following issues were published in January–December 2020:

- [Issue 46, January 2020](#) | Also available in [French](#)
- [Issue 47, February 2020](#) | Also available in [French](#)
- [Issue 48, March 2020](#) | Also available in [French](#)

- [Issue 49, April 2020](#) | Also available in [French](#)
- [Issue 50, May 2020](#) | Also available in [French](#)
- [Issue 51, June 2020](#) | Also available in [French](#)
- [Issue 52, July & August 2020](#) | Also available in [French](#)
- [Issue 53, September 2020](#) | Also available in [French](#)
- [Issue 54, October 2020](#) | Also available in [French](#)
- [Issue 55, November 2020](#) | Also available in [French](#)

The newsletter was published both in a PDF and in a web format.



3.5.2 Weekly

The weekly digest was launched in 2020 in response to the need to update the GIP community with news and policy developments at more regular intervals than the monthly publication. The format is that of a weekly email newsletter, sent through the emailing software Mailchimp.

The digest initially relied on the readership of the *Digital Watch* newsletter, but proved to be successful due to the open rate and readership statistics. As of December 2020, a total of 15 digests had been published.

The digests are accessible through the following links on Mailchimp:

- [Weekly Digest 1](#)
- [Weekly Digest 2](#)
- [Weekly Digest 3](#)
- [Weekly Digest 4](#)
- [Weekly Digest 5](#)
- [Weekly Digest 6](#)
- [Weekly Digest 7](#)
- [Weekly Digest 8](#)
- [Weekly Digest 9](#)
- [Weekly Digest 10](#)
- [Weekly Digest 11](#)
- [Weekly Digest 12](#)
- [Weekly Digest 13](#)
- [Weekly Digest 14](#)
- [Weekly Digest 15](#)



3.6 Just-in-time reporting initiatives

Between January and December 2020, the GIP team of rapporteurs published reports from many digital policy events. The ‘just-in-time’ character of all GIP reporting initiatives ensured that all reports were published within hours of the end of any session.

- [Open-Ended Working Group \(OEWG\) - Second substantive session](#) (10–14 February 2020). A team of GIP rapporteurs prepared 6 session reports from the event. The reports were then [summarised](#) in the February 2020 issue of the Digital Watch monthly newsletter.
- [Human Rights Council - 43rd Regular Session](#) (24 February–20 March 2020). The GIP prepared a report from the session ‘Human rights in the context of cybersecurity’.
- [eWeek of Online Events: Dialogues, Webinars and Meetings](#) (27 April–1 May 2020). The GIP reported from publicly accessible sessions during the events, producing 11 session reports.
- [EuroDIG 2020](#) (10–12 June 2020). The GIP was EuroDIG’s official reporting partner for the 2020 edition of EuroDIG. The team of rapporteurs provided key messages and reports from all the

workshops and plenary sessions. The team produced 18 session reports in total.

- [WSIS Forum 2020](#) (22 June–10 September 2020). The GIP team of rapporteurs covered the final Week of the WSIS Forum 2020 extensively, reporting from all sessions that took place from 7–10 September. The team produced 12 reports in total.
- [Digital Cooperation: Events during the High-Level Segment of the 75th United Nations General Assembly](#) (15 September–5 October 2020). The GIP team of rapporteurs provided coverage from selected sessions during the event, producing 5 session reports.
- [IGF Italia 2020](#) (7–9 October 2020). The GIP team of rapporteurs prepared reports for the 3 sessions held in English.
- [ITU Virtual Digital World 2020](#) (20–22 October 2020). During the event, the team prepared 5 session reports.
- [IGF 2020](#) (9–19 November 2020). During the IGF 2020, the GIP team of rapporteurs wrote 2 reports on the overall event and 135 session reports (see more in [Section 3.7.1](#)).

3.7 Activities related to the 15th Internet Governance Forum

In the run-up to the IGF, which was held online for the first time, the GIP team provided consultancy to the IGF Secretariat on an interactive event including dedicated capacity building elements prior to the event. This led to the formation of a new Multistakeholder Advisory Group (MAG) working group on hybrid meetings, bringing in the know-how and expertise of Diplo and the GIP on efficient online meetings.

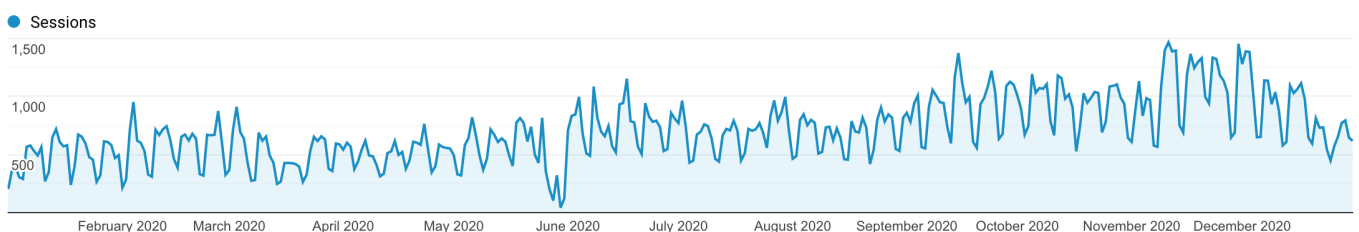
3.7.1 Just-in-time reporting

The GIP reported extensively during the IGF. The team published a special edition of the *Digital Watch* newsletter which looked at the discussions during the second phase of IGF 2020. It contained an editorial, a thematic summary, and data analysis. The team reported from all workshops and main sessions, producing 135 ses-

sion reports. The reports were published [on a dedicated space on the GIP Digital Watch observatory](#) within hours of the end of each session.

The team also published a [final report](#) covering the second phase of the IGF as a whole, which summarised the discussions thematically, together with commentary and findings based on data analysis of the transcripts. The IGF 2020 Final Report was prepared by the GIP and Diplo, with the support of the Internet Society.

As per usual, the IGF was a main attraction, bringing thousands of users to the observatory to read the session reports. On average, the IGF brought close to 1,300 users per day.

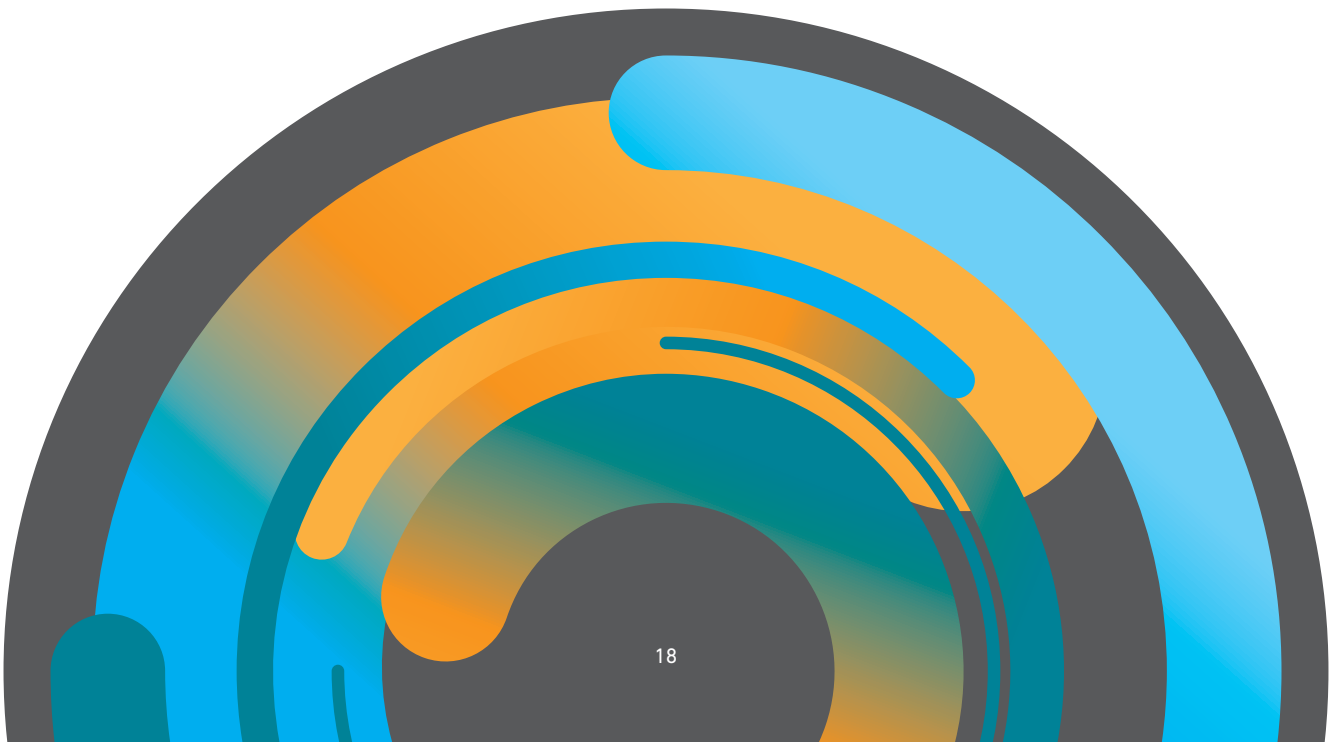


Number of sessions in 2020

3.7.2 The reporting app

In 2020, the GIP promoted its DW Just-in-Time Reporting mobile application, especially during the 2020 IGF. This application, which was launched in 2019, is available for download free of charge on the [App Store](#) and

[Google Play](#). Diplo's AR application, also developed in 2019, helps to explain content available on the *GIP Digital Watch* Observatory, and is also available for download from the [App Store](#) and [Google Play](#).



4. ConfTech: From onsite to online

ConfTech in numbers

Training

3 courses on online meetings
109 course participants from **58** countries

Help Desk

Provided assistance to **20+** organisations

Resources

20 sessions and **5** parallel tracks at Diplo's conference on the Future of Meetings
25 online conferencing platforms analysed
27 how-to manuals



ConfTech was launched in mid 2020, following the COVID-19 pandemic outbreak, to provide practical assistance to stakeholders in International Geneva and across the world in performing their core functions even in times of crisis. Thanks to the contributions from Switzerland and Finland, and operational support by the Ford Foundation, ConfTech has managed to develop valuable tools and guidelines and increase stakeholder capacities to shift from the offline to the online working

and conferencing environments.

ConfTech aims to fulfil its mission through five activity areas. These are:

- Training ([Section 4.1](#))
- Help Desk ([Section 4.2](#))
- ConfTech labs in Geneva and Belgrade ([Section 4.3](#))
- Research and analysis ([Section 4.4](#))

4.1 Training

4.1.1 Online Meetings and Conferences course

In spring 2020 when restrictions began to be imposed globally due to the COVID-19 pandemic, Diplo saw an opportunity to share years of accumulated knowledge and assist practitioners and organisations to adjust to the new, online working environment. Within weeks, Diplo developed and offered a new online course on [online meetings and conferences](#) with the aim to build the capacity of participants to effectively continue their professional activities. Diplo offered the course three times in 2020 (March, July, and October) to 109 professionals in various fields worldwide. The graduation ceremony of participants who took part in the March course took place as part of the online conference on The Future of Meetings on 12 May ([Section 4.4.1](#)).

In addition to technical and security-related aspects of video conferencing, such as looking at tools that are already in use and those that might change the future of online meetings, as well as mitigating security risks, a dedicated module in the training covered the psychological and behavioral aspects of online meetings, such as

using body language, effective moderation, and maintaining attention span in online exchanges.

The course adopted an innovative methodology which evolved with each course session. Rather than a theoretical or lecturer-centered approach, the course shifted towards helping participants strengthen their online moderation skills in a safe environment by letting them run and organise the weekly live sessions via Zoom. Through this 'learning by doing' method, the course achieved several objectives:

- It promoted collaborative work among group members spread across different time zones, cultures, and communication styles, enhancing social interaction, bonding, and networking among the course participants.
- It raised awareness for the entire process of organising and running an online event.
- Through assuming various roles in organising and running an online event, participants practised moderation skills and addressed and mitigated technical, security, and moderation chal-

lenges which the course team simulated during the exercises without prior warning.

Feedback from participants was overwhelmingly positive, especially in regard to the practical nature of the course and the applicability of skills gained.

It is amazing how an online course could encompass all these teaching methods: text to read, lively discussions, critique, team work, staff mentorship, and hands-on practice. We could learn in a cozy, enjoyable atmosphere, yet powerful and demanding. As with all Diplo courses I would say e-learning with Diplo is immersive, innovative. It is addictive!!!

- **Yasir Elsanousi**, Deputy Director, Elsabil Charitable Health Center, Sudan

I was particularly impressed by the use of group moderation exercises that allowed the participants to gain practical skills in running and moderating online meetings and events. Skills gained through the course are very relevant to my career as a diplomat as I adopt the new future of online meetings.

- **Nancy Diana Wanjiku**, Foreign Service Officer, Ministry of Foreign Affairs of Kenya

My level of awareness and confidence on how to effectively conduct and attend online meetings improved significantly. From planning, technical, and social aspects for online meetings to tips and tricks for effective moderation, I gained a great deal of new knowledge – applicable for both my professional and personal engagements.

- **Selly Muzammil**, Regional Government Partnerships, World Food Programme Regional Bureau for MENA, Central Asia and Eastern Europe

Not surprisingly, the engagement has opened up a plethora of opportunities for

creativity and reflection, fostering teamwork and constructive discussions. Most importantly, however, implementing task-based moderation exercises has greatly boosted both my intrinsic motivation and on-the-job performance, whilst profoundly shaping my career aspirations. I truly enjoyed this course and the innovative e-learning format it was presented in!

- **Marija Radović**, Monitoring & Reporting Coordinator, Department for Planning, Programming, Monitoring and Reporting on EU Funds and Development Assistance, Ministry of European Integration of the Republic of Serbia

4.1.2 Training sessions for Geneva civil society organisations

Diplo's ConfTech and the GIP organised [three hybrid sessions](#) offering guidance to Geneva-based civil society organisations on online meetings and effective participation. We tackled questions such as: *How should we organise meetings and events in a hybrid format, allowing both face-to-face and virtual participants to interact together? Which aspects should we consider when developing an event programme? How do we keep participants engaged throughout the meeting? What are the security challenges?*

All three sessions were filled up to capacity.

4.1.3 Training for Permanent Representations in Vienna

In June and July 2020, Diplo's ConfTech and the GIP provided two virtual workshops on effective moderation and leading online meetings for ambassadors in the Vienna diplomatic community. The workshops were delivered in collaboration with Diplo, the Permanent Mission of Switzerland to the UN in Vienna, the e-House of Switzerland in multilateral Vienna, and the Alliance for Multilateralism.

4.2 Help Desk

ConfTech has established a Help Desk to provide immediate advice to countries and organisations to identify solutions and make quick decisions on how to organise and run online meetings and events. Moreover, meeting organisers have also outsourced their meetings or events to ConfTech for tailored hands-on assistance consisting of conceptual planning and choosing the right platform, comms support, on-the-day technical sup-

port, event and chat moderation, as well as event moderation and follow-up activities. To this end, the Help Desk provided assistance to around 20 international organisations, permanent missions, NGOs, and other stakeholders, ranging from one-time consultations to tailored hands-on assistance in organising and running online events. For instance, ConfTech helped RegHorizon organise and run its [AI Policy Conference](#) by provid-

ing conceptual support, visual materials with the help of Diplo's Creative Lab, technical on-the-day support including assistance for breakout and networking sessions, expert and chat moderation, and event reporting. Similarly, ConfTech supported [SEEDIG 6](#), as well as the Youth IGF Turkey Conference.

ConfTech's Help desk has also organised training sessions for ambassadors and diplomats based in Vienna

4.3 ConfTech labs

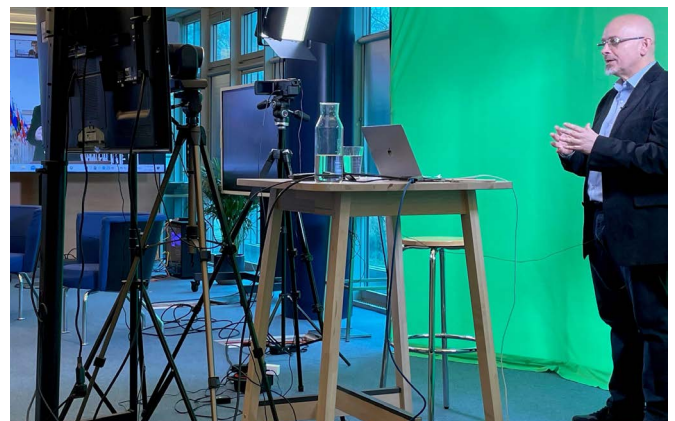
ConfTech Labs were set up in Geneva and Belgrade offices for innovative ways of hosting hybrid events. We use the latest technology to bridge the gap between onsite and online events, and increase the quality of meetings and conferences. ConfTech labs have been indispensable to Diplo's online and hybrid events given



focusing on organising and moderating online meetings.

ConfTech, in collaboration with CAGi center in Geneva, provided a series of workshops for NGOs based in Geneva. In these workshops Conftech provided an insightful overview on the best practices for developing capacity within the organisations. This is in particular to help the organisations coping with the increased number of online meetings held within the International Geneva scene.

that the labs' studio setup helped increase the quality of online events and enabled the organisation of efficient in-person and hybrid meetings by creating a synergy between participants joining in situ and online (see [Tech Attachés meetings in Geneva](#)).



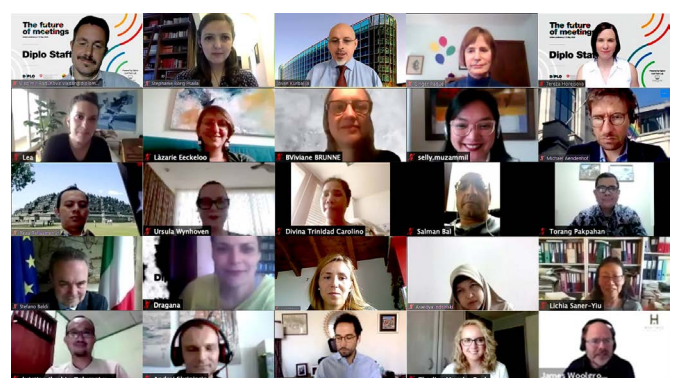
4.4 Research and analysis

4.4.1 Conference: The Future of Meetings

The slogan 'Yes, we can hear you loud and clear!' (a common response in online meetings to the question 'Can you hear me?') echoed on 12 May 2020 across the main hall, five conference halls, over ten coffee rooms, and an art exhibition space as part of [The Future of Meetings online conference](#).

Close to 600 participants – including diplomats, academics, business people, and civil society activists – shared expertise and broad experience, through lively and dynamic discussions.

The conference included two plenary sessions, 20 expert sessions, speed networking coffee rooms, an art exhibition, and a graduation ceremony for participants of Diplo's [Online Meetings for Diplomacy and Global Governance](#) (March 2020) course.



4.4.2 Report: The future of diplomacy

The [research study The future of \(multilateral\) diplomacy](#), conducted with the support of the Finnish Ministry for Foreign Affairs was followed by the dedicated event which brought together more than 20 experts (online and in situ) for discussions on the following five tracks:

The future UN and multilateralism; Practice, protocol, procedure; Small and developing countries; Digital diplomacy and diplomacy by video conference; and Diplomatic training for new skills and tools.

The future of (multilateral) diplomacy?

Changes in response to COVID-19 and beyond



4.4.3 Discussions on the future of meetings

With the pandemic forcing a shift to online meetings, the GIP and Diplo made a special effort in helping others to understand online resources available to them, as well as to closely look at the possible challenges regarding online communication systems.

As of March 2020, the following webinars were organised:

- [How to organise online meetings during the pandemic](#) | 17 March 2020 | Online
- [Could COVID disrupt the internet?](#) | 24 March 2020 | Online
- [Technology and human rights in times of crisis](#) | 26 March 2020 | Online
- ['How to ensure the functional continuity of global diplomacy in time of crisis'](#) | 2 April 2020 | Online
- [\(Cyber\)Security and the shift to online](#) | 9 April 2020 | Online
- [Effective online learning: Opportunities, limits, and lessons-learned](#) | 23 April 2020 | Online

In April and November 2020, Diplo and the GIP delivered two online information briefings on COVID-19. The events were delivered in collaboration with the Swiss Permanent Mission in Geneva and the UN Office in Geneva. During the events, permanent representatives in Geneva received information on COVID-19 measures and restrictions. Both events were followed by more than 2,400 participants total and offered interpretation in both English and French. In addition, the GIP team has been active in a working group on the future of conferences in International Geneva, facilitated by the Canton of Geneva.

4.4.4 Comparative analysis of meeting platforms

An important part of our work at ConfTech is our comparative [analysis](#) of available conferencing platforms and tools. So far, ConfTech has reviewed over 25 available online conferencing platforms and our team members update the table each month.

Overview				Features				
Platform	€ per month	Plan	Max. participants	Best for	Video quality	Admin controls	Ease of use	
Adobe Connect Learning	€340	Paid	200	Class	VGA, HQ, HD	Full	Full	
Adobe Connect Meetings	€0	Free	3	Meeting, Webinar	VGA, HQ, HD	Full	Full	
Adobe Connect Meetings	€46	Meeting Host 25	25	Class, Meeting, Webinar	VGA, HQ, HD	Full	Full	
Adobe Connect Webinars	€120	Webinar Manager 100	100	Meeting, Webinar	VGA, HQ, HD	Full	Full	
Adobe Connect Webinars	€432	Webinar Manager 500	500	Meeting, Webinar, Large event	VGA, HQ, HD	Full	Full	
Adobe Connect Webinars	€534	Webinar Manager 1000	1000	Meeting, Webinar, Large event	VGA, HQ, HD	Full	Full	
WhereBy	€0	Free	4	Class, Meeting	HQ	Limited	Full	
WhereBy	€14	Pro + Recording add-on	12	Class, Meeting	HQ	Full	Full	
WhereBy	€55	Business	50	Class, Meeting	HQ	Full	Full	
Bluejeans Events	€82	Bluejeans Video Webinars	100	Webinar	HQ, HD	Full	Full	
Bluejeans Events	€313	Bluejeans Video Webinars	200	Webinar	HQ, HD	Full	Full	
Bluejeans Events	€495	Bluejeans Video Webinars	500	Webinar, Large event	HQ, HD	Full	Full	
Bluejeans Events (Contact provider)		Large Scale Video Events	50 000	Webinar, Large event	HQ, HD	Full	Full	
Bluejeans Meetings	€10	Standard	50	Class, Meeting, Webinar	HQ, HD	Full	Full	
Bluejeans Meetings	€14	Pro	75	Class, Meeting, Webinar	HQ, HD	Full	Full	
Bluejeans Meetings (Contact provider)		Enterprise	100	Class, Meeting, Webinar	HQ, HD	Full	Full	
Zoom	€0	Free (up to 40min/meeting)	100	Class, Meeting, Webinar	HD	Limited	Full	
Zoom	€14	Pro 100 (up to 24hours/meeting)	100	Class, Meeting, Webinar	HD	Full	Full	
Zoom	€18	Business 300	300	Class, Meeting, Webinar	HD	Full	Full	
Zoom	€60	Pro 500 (up to 24hours/meeting)	500	Class, Meeting, Webinar	HD	Full	Full	
Zoom	€65	Business 500	500	Class, Meeting, Webinar	HD	Full	Full	
Zoom	€96	Pro 1000 (up to 24hours/meeting)	1000	Class, Meeting, Webinar	HD	Full	Full	
Zoom	€100	Business 1000	1000	Class, Meeting, Webinar	HD	Full	Full	
Zoom (Contact provider)		Enterprise 500	500	Class, Meeting, Webinar	HD	Full	Full	
Zoom (Contact provider)		Enterprise 1000	1000	Class, Meeting, Webinar	HD	Full	Full	

4.4.5 Guides and manuals

In 2020, ConfTech also [developed](#) 27 guides and manuals for online conference organisers and moderators. These include online platforms tutorials (guides on how to use Zoom are available both in English and French, while other platforms' tutorials are available in English only), do's and don'ts for meeting hosts and moderators tackling effective online moderation, background checks and further technicalities, and other frequently asked questions.

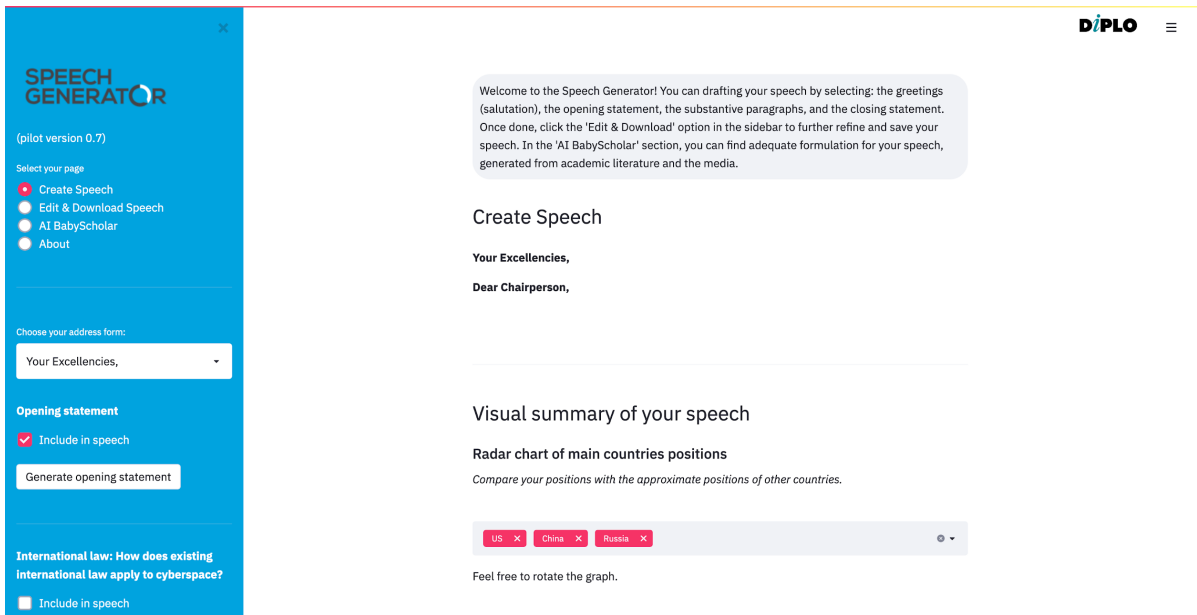
5. Projects, dialogues and publications

5.1 AI & data development

In September, we launched the [Speech Generator](#). By combining AI algorithms and the expertise of Diplo's cybersecurity team, this tool is meant to help diplomats and practitioners write speeches on the topic of cybersecurity.

The main purpose of the generator was to explore various new AI technologies and examine their useability in the field of diplomacy. For this purpose, we used several state-of-the-art algorithms for the generator, with three main purposes.

1. **Semantic similarity search:** Finding sentences with similar semantics from Diplo's corpuses of books and transcripts.
2. **Generation of long-form answers:** Given a question, the algorithm finds relevant paragraphs from Diplo's corpuses of books and transcripts, and generates new paragraphs with explanatory answers.
3. **Text generation:** The algorithm is fine-tuned for diplomatic texts, and is used for the generation of new texts.



5.2 Dialogues

5.2.1 Road to Bern via Geneva series of dialogues

The 'Road to Bern...via Geneva' Dialogues ('the dialogues') were a series of discussions led by the GIP and the Permanent Mission of Switzerland to the UN in Geneva ('the Swiss Mission') that took place from January–October 2020. In keeping the 2020 UN World Data Forum (UN WDF) as the point of arrival of this process, the dialogues provided a unique opportunity to assess the progress made on the 2030 Agenda, to identify missing gaps in data development, and to mobilise the resources needed to bridge these gaps

More concretely, the project consisted of four dialogues addressing key aspects of the data cycle: (a) the collection of data; (b) the sharing of data; (c) the use of data; and (d) the

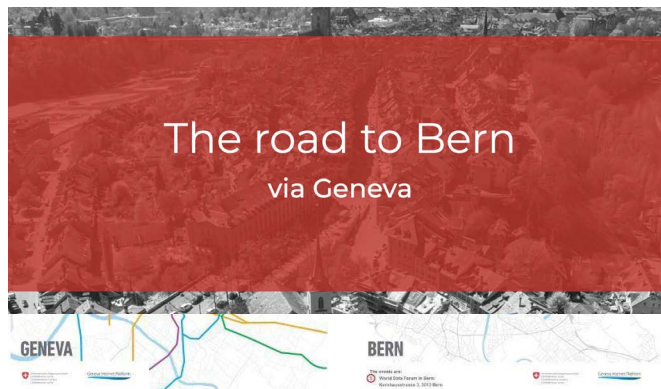
protection and privacy of data. Each dialogue was co-hosted by two Geneva-based international organisations, bringing into the discussion the different stakeholders of the Geneva ecosystem (e.g. WHO, WMO, ICRC, WIPO, ITC, CERN, ITU, WEF, etc.).

Building on Geneva's rich data and digital policy landscape, the dialogues ultimately aimed to foster exchanges and learning across 'siloed' thematic areas, to create a new multisectoral network with key international organisations dealing with data, and to promote data commons in International Geneva.

In regard to the Virtual UN WDF, the GIP led the preparations for the Geneva Session. On the technical side, the

GIP facilitated the use of the Zoom online platform for the Geneva Session. The tech team ensured the smooth integration of the online room with the WDF's virtual platform (Attendify). On the content side, the GIP prepared the contribution of the 'Road to Bern...via Geneva' process to the WDF. In addition to the needs and challenges related to data, the data policies that the co-hosts highlighted in each dialogue, and the principles of data collection highlighted in the policy document, the Geneva Session included an overview of the GIP's newly-developed data cooperation tool as a practical application of the data principles document.

The pilot data cooperation tool (i.e. the Data Sandbox) was developed by the GIP as a specific application of Diplo's Data Engine. Its aim is to better understand correlations and patterns among different datasets worldwide. The Data Sandbox is based on an AI algorithm developed by Diplo that standardises different data and harmonises it in relation to the same unit of measurement thus allowing for comparability. The data is extracted from the World Bank's publicly available datasets and covers different areas from climate and health to connectivity and trade.



5.2.2 Right On series of dialogues

In April 2020, in order to maintain discussions on human rights amid the outbreak of COVID-19, the GIP, together with a number of human rights organisations – including the Universal Rights Group (URG), the Geneva Academy, and the Human Rights Center (University of Essex) – launched a series of online discussions dubbed 'RightOn'.



These weekly webinars focused on a wide range of human rights issues, including contact tracing, access to information and the safety of journalists, gender rights,

online hate speech, and fake news. The initiative gathered many prominent experts from the field such as the UN High Commissioner for Human Rights, special rapporteurs, ambassadors, and university professors, and attracted over 1,000 participants from 130 countries. Below is a list of sessions held to date:

- RightOn #1: [Fighting online hate speech and fake news in a global crisis](#)
 - RightOn #2: [Inequality and discrimination during COVID-19](#)
 - RightOn #3: [Democracy and rule of law in crisis?](#)
 - RightOn #4: [COVID-19 and women: the gendered impact of the crisis](#)
 - RightOn #5: [Contact tracing and challenges to privacy](#)
 - RightOn #6: [From crisis to opportunity: How to build back better?](#)
 - RightOn #7: [How to prevent COVID-19 becoming a humanitarian disaster](#)
 - RightOn #8: [Protecting the rights of older persons during the COVID-19 pandemic](#)
 - RightOn #9: [Access to information and the safety of journalists in times of crisis](#)
 - RightOn #10: [Business, the economy, and livelihoods in a COVID-19 world](#)
 - RightOn #11: [Communicating human rights: How to win the global 'battle of ideas'](#)
 - RightOn #12: [SDGs and Human Rights: Leading the way to COVID-19 response and recovery](#)
 - RightOn #13: [Human rights and the precarious condition of electoral democracy](#)
 - RightOn #14: [Our Future, Our Voice: Placing children and their rights at the centre of the drive towards a better, greener world](#)
- Report: [The RightOn Review](#)

5.2.3 Geneva Dialogue on Responsible Behaviour of Actors in Cyberspace

The second phase of the Geneva Dialogue project – initiated in 2019 and operational throughout 2020 – was led by the Swiss FDFA and implemented by Diplo, and focused on the roles and responsibilities of the business sector. It convened global business sector actors to discuss responsible behaviour in cyberspace; assist the business sector to develop its capacities to understand, follow, and meaningfully contribute to international policy and diplomatic processes; and facilitate dialogue among global businesses towards shaping principles and an action plan contributing to the global efforts at the UN and elsewhere.

5.2.4 WebDebates in collaboration with the International Forum on Diplomatic Training

In 2020, Diplo continued its cooperation with the [International Forum on Diplomatic Training \(IFDT\)](#) by managing the IFDT's online portal, and promoting training programmes and events organised by IFDT members.

Diplo has been an active member of the network for several years.

The series of WebDebates, organised within the IFDT's framework, continued in 2020. The WebDebates bring together diplomats, professionals involved in diplomacy, and researchers from all over the world, to discuss key topics related to the future of diplomacy.

In 2020, Diplo organised nine WebDebates:

- [\[WebDebate #35\] Diplomacy at the UN: Is multilateralism dead?](#) | 4 Feb 2020
- [\[WebDebate #36\] The UN beyond the West: How do countries from the Global South make their mark?](#) | 3 Mar 2020
- [\[WebDebate #37\] Multilateral diplomacy in times of COVID-19](#) | 7 April 2020
- [\[WebDebate #38\] The UN response to COVID-19: Contributions, challenges, and lessons](#) | 5 May 2020

[Contributions, challenges, and lessons](#) | 5 May 2020

- [\[WebDebate #39\] The gendered impact of COVID-19: Towards better diplomatic responses](#) | 2 Jun 2020
- [\[WebDebate #40\] Are permanent missions at global diplomatic hubs more or less relevant in 2020?](#) | 7 July 2020
- [\[WebDebate #41\] The UN at 75: Evolution or revolution?](#) | 1 September 2020
- [\[WebDebate #42\] How COVID-19 is changing diplomatic practice](#) | 6 Oct 2020
- [\[WebDebate #43\] IGF+: What's next?](#) | 3 November 2020
- [\[WebDebate #44\] Diplomacy in times of COVID-19: The experience of developing countries](#) | 1 December 2020

5.3 Publications

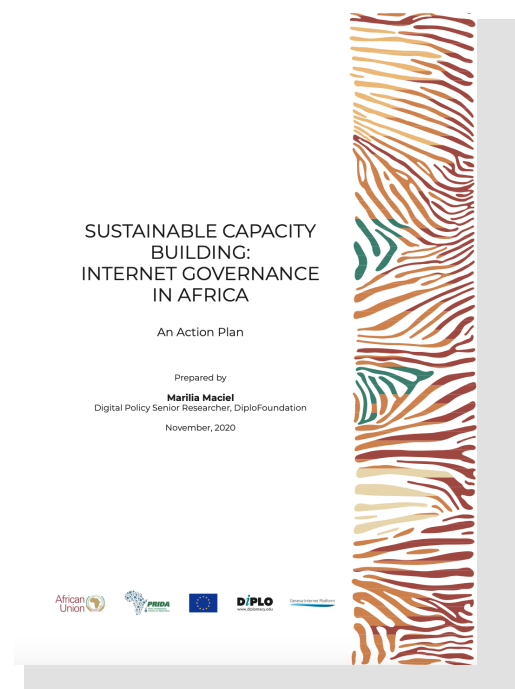
5.3.1 Report: Diplomatic practice in times of COVID-19

Supported by the Ministry for Foreign Affairs of Finland, we published a research report on [The future of \(multilateral\) diplomacy? Changes in response to COVID-19 and beyond](#) in October 2020. The report examines the initial response of the UN system and changes in the practice of multilateral diplomacy. It finds that many informal meeting spaces were closed off and that one of the main concerns of diplomats was how to advance ongoing negotiations. The report also highlights adaptations of procedure, in particular decision-making, and the impacts on diplomatic protocol. Challenges associated with the increased use of videoconferencing are explored. The report concluded that 'hybrid' meetings will become a more permanent feature of diplomatic practice, that serious considerations should be given to building a 'digital home for the UN', and that diplomatic training and capacity buildings need to be adjusted to the new realities of diplomatic practice.

5.3.2 Report: Sustainable Capacity Building: Internet Governance in Africa

As part of the Policy and Regulation Initiative for Digital Africa (PRIDA) initiative ([Section 2.5.4](#)), Diplo published the report [Sustainable Capacity Building: Internet Governance in Africa](#), mapping the capacity development efforts of various stakeholders and offering recommendations on how to strengthen digital policy capacity development in Africa. The report illustrated scenarios in which the strengths and weaknesses of capacity de-

velopment initiatives are matched against opportunities and threats, such as the approval of the Digital Transformation Strategy for Africa or the COVID-19 pandemic. Designed as an action plan, this assessment provided a solid base for recommendations in a broad range of areas, such as enhancing geographic and stakeholder coverage, creating mechanisms for cooperation and collaboration, ensuring inclusion in regional and global discussions, and improving language diversity, certification, and evaluation.



5.3.3 Briefing Papers

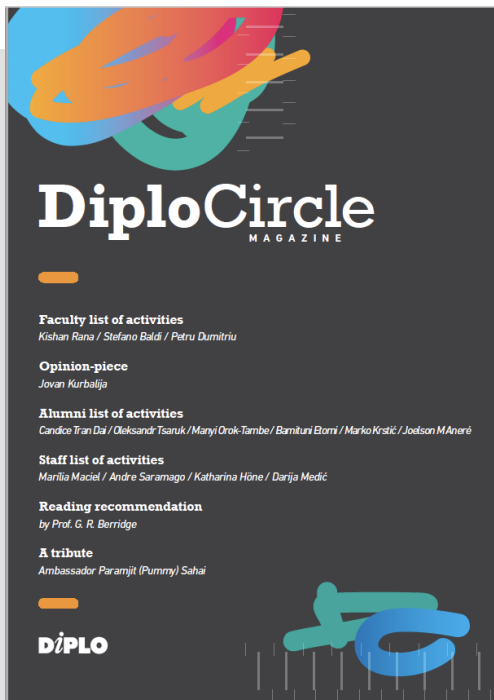
We published two new [Briefing Papers](#) in our ongoing series. In [Virtual Reality and the Future of Peacemaking](#), Julie A Gregory looks at virtual reality as a potentially transformative technology for international peace mediation. Among other things, she concludes that the technology has the potential to create more durable peace in the world and suggests that partnerships between mediators and academic researchers and technology developers should be fostered. Ambassador Kishan S Rana provided a comprehensive guide to diplomats in his article [Bilateral Diplomacy: A Practitioner Perspective](#). Rana looks at recent shifts in the tasks of bilateral diplomacy due to 'the vast and ever-growing agenda in international dialogue (bilateral, regional, and global)' and the growing number of state and non-state actors active in bilateral diplomacy. He discusses possible taxonomies for bilateral diplomacy and examines some of the tensions that challenge effective bilateral diplomacy.

BILATERAL DIPLOMACY: A PRACTITIONER PERSPECTIVE

Kishan S Rana

Summary

- The bilateral process is the oldest form of diplomacy, dating to ancient times when kingdoms dealt with one another; often a search for security and trade were the drivers. Governing relations between pairs of countries, this is the building block of multilateral diplomacy.
- It has evolved over time, especially after in the fifteenth-century Italian princely states and dikeadoms began the custom in Europe of appointing resident ambassadors. In the seventeenth century France created an office to manage them; that office became the foreign ministry. Customary diplomatic practices, such as precedence, precedence, and reciprocal privileges, evolved over time, and were codified in the 1963 Vienna Convention on Diplomatic Relations (VCDR).
- VCDR defines the tasks of bilateral diplomacy as: representation, protection, negotiation, reporting, and promotion. Each remains relevant but is rendered more complex by the vast and evergrowing agenda in international dialogue (bilateral, regional, and global); the entry of multiple state and non-state actors; and the increasing complexity in international affairs. We examine an alternate definition.
- The four pillars of bilateral diplomacy are political, economic, and public diplomacy, and consular (plus diaspora) affairs. Its principal institutions are the foreign ministry, embassies, and consulates, and the foreign service.
- We consider possible taxonomies for bilateral diplomacy. This is a work in progress; it may inspire deeper research in the diplomacy studies.
- Today's diplomatic practices are a consequence of the globalisation of diplomacy, including the revolution in information and communication technology (ICT). Yet the core tasks are unchanged: the application of intelligence to managing relationships with foreign countries across a very broad front in pursuit of the home country's interests. We are in an age of complicated bilateral diplomacy as a result of new actors, issues, and inter-connections in international affairs.
- This paper ends with an examination of the major tensions, national and international, that challenge effective diplomacy management.



5.3.4 DiploCircle Magazine

We published our first issue of [DiploCircle Magazine](#). The publication summarises the activities of people closely associated with Diplo. We asked our faculty, alumni, and staff to share their recent accomplishments and activities. Our faculty Ambassadors Kishan Rana, Stefano Baldi, and Petru Dumitriu gave insights into their work. Diplo alumni Candice Tran Dai, Oleksandr Tsaruk, Manyi Orok-Tambe, Bamituni Etomi, Marko Krstić, and Joelson M Aneré keep us updated on their activities after attending Diplo courses. Diplo staff members Marília Maciel, Dr Andre Saramago, Dr Katharina Höne, and Darija Medić provide a glimpse of recent accomplishments. The publication also includes reading recommendations by Prof. Geoff Gerridge and a tribute to former senior faculty member, the late Ambassador Paramjit (Pummy) Sahai.

6. Communications

Comms in numbers

50+ promotional and livestream videos on social media
102 blog posts
240+ emails to different mailing lists
1,700+ tweets from Diplo and GIP's channels
2,000+ likes on the GIP's Facebook page
2,100+ likes on Diplo's Facebook page dedicated to digital policy
3,400+ people following @GenevaGIP on Twitter
3,800 people following Diplo's LinkedIn page
7,400+ likes on Diplo's Facebook page
12,500+ people following @igcbp on Twitter
12,700+ people following @DiplomacyEdu on Twitter
15,500+ people following @Ediplomat on Twitter
140,000 video views on YouTube since Diplo joined the network in 2007



Communicating Diplo's courses, activities, events, research, and projects is one of our main priorities. Communication channels utilised in 2020 included websites, newsletters, social media networks, and alumni and community networks. The challenges due to COVID-19, including the shift towards digital, meant that Diplo's on-line communications were more active than ever.

In Diplo's courses, participants from diverse countries and professional groups ensure a stimulating and informative exchange of experiences and views. To reach


target audiences, Diplo's training programmes, including the Master/Postgraduate Diploma in Contemporary Diplomacy and online courses, were promoted via multiple channels, including paid advertising and social media and mailing lists.

Diplo also promoted its work and the GIP initiatives – including the *Digital Watch* observatory – through a number of channels, such as events. Diplo also used publications, flyers, mailing lists, and social media to promote Diplo and GIP activities.


DIPLO DiploFoundation
 Sponsored · 🌐

400 EUR Early Bird discount. Internet governance specialisation.

education research
 quality training
 diplomacy
DIPLO
 diplomacy.edu
 governance
 diplomacy
 security


APPLY NOW / SAVE 400€

Master in Contemporary Diplomacy
 European postgraduate accreditation

DIPLO 

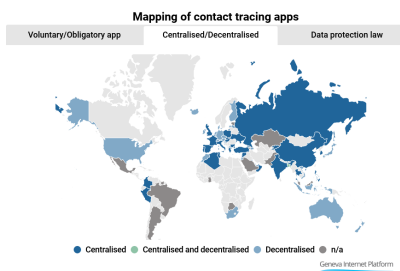
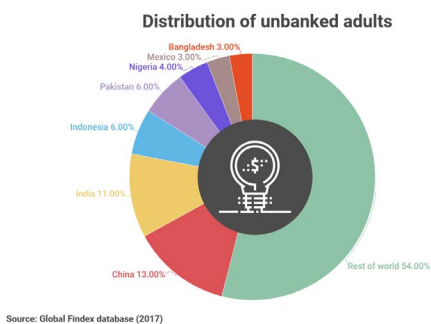
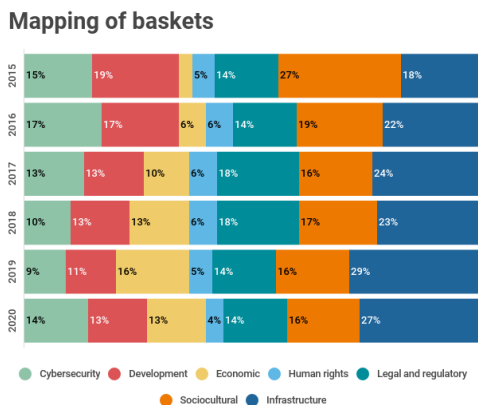
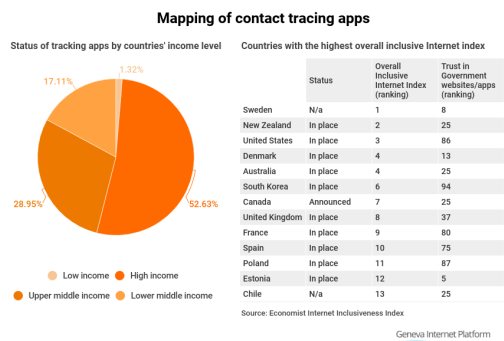
DIPLOMACY.EDU/COURSES/M...
**Master/Postgraduate
 Diploma in Contemporar...**

Facebook sponsored post

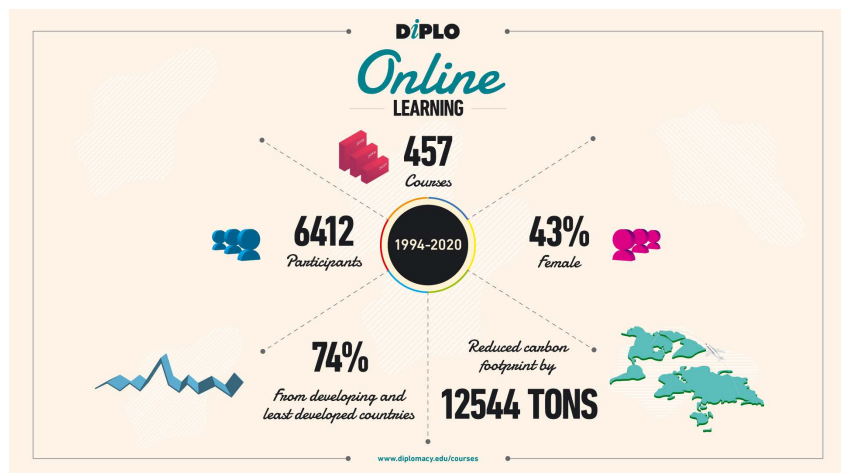
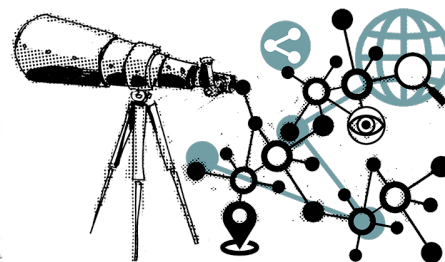
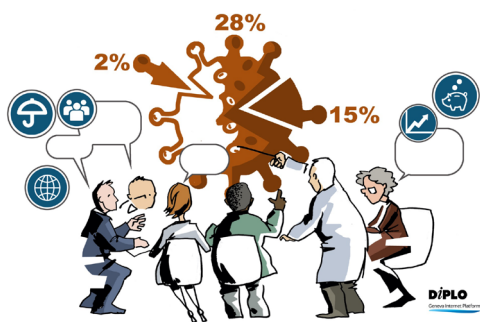
6.1 Data analysis, infographics, and illustrations

Diplo's Creative Lab worked on a new series of data analysis, illustrations, and infographics in 2020. These were used in publications, research projects, websites,

and social media accounts managed by Diplo. Bellow is a selection from Diplo's rich collection of graphics and infograms.



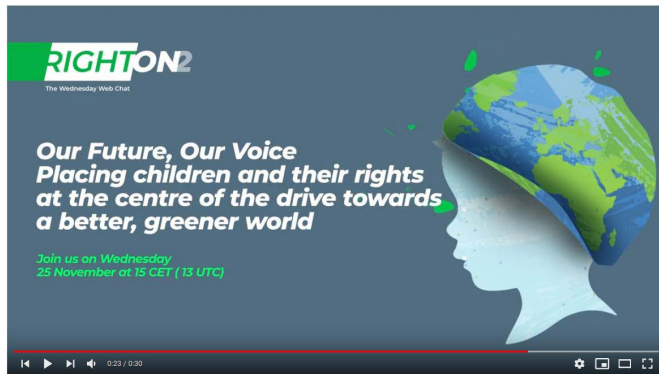
Data analysis



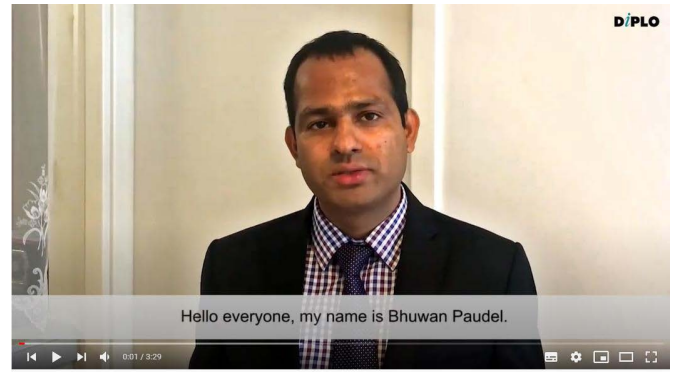
Illustrations, infographics

6.2 Videos

In 2020, Diplo's Creative Lab produced a number of videos to enhance online meetings and conferences introduced last year. Videos include jingles for various events, short videos for social media, recorded discussions with prominent guest speakers, and summaries of discussions and various events.



RightOn #14 (promo): Our Future, Our Voice



Review: Online Meetings and Conferences (Bhuwan Paudel) [Diplo Alumni]

Supporting our online courses, we continued to publish video testimonials of our alumni. They reviewed the learning process and the advantages of Diplo's online courses. You can check the playlist with all the reviews on [Diplo's YouTube channel](#).

Diplo's HumAlnism project continued in 2020. In particular, we looked at AI at the discussion table, and promoted [The humAlnism Speech Generator](#), a speech generating feature developed by Diplo's AI team.



6.3 Websites

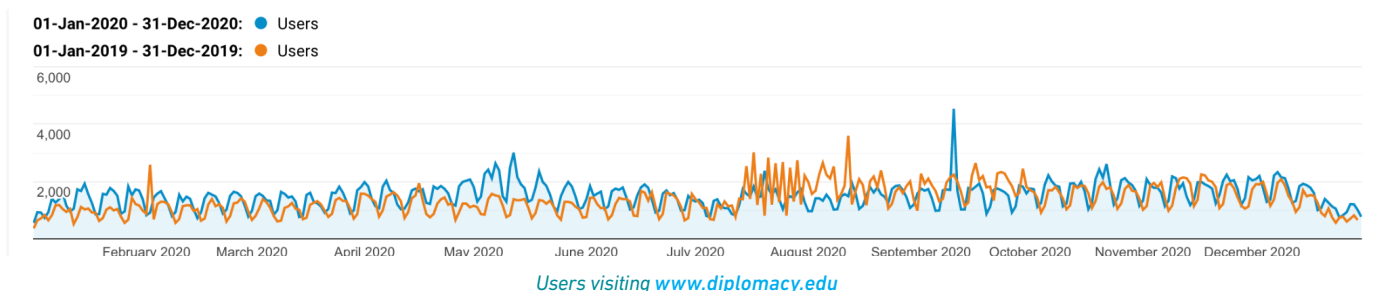
6.3.1 Diplo website (diplomacy.edu)

In 2020, Diplo's website registered about 37,000 more users and over 130,000 more page views when compared to 2019.

Diplo's technical team continued to make improvements to all websites managed by Diplo, including more flexible page structures and more efficient content filters.

As mentioned previously, website traffic increased substantially – both from organic Google searches and direct access to the website. The top 10 countries visiting the website were the USA, India, the UK, Switzerland, Philippines, Indonesia, Nigeria, Kenya, Canada, and Pakistan.

In 2020, we began a broader reorganisation and redesign of Diplo's website diplomacy.edu, with an aim to combine the content and resources of Diplo, the GIP, and



DW into a more useful and user-friendly experience for website visitors.

A library approach has been made for organising and searching the vast textual and multimedia resources, both those created and published by Diplo, but also non-Diplo resources that the website audience, students, alumni, and practitioners will find useful. This will soon be available on the new Resource Hub section of the website, which will have advanced filtering options for search results.

6.3.2 GIP website (www.giplatform.org)

The institutional website of the GIP, www.giplatform.org, was updated with new relevant content, and in 2020 saw an increase in users compared to 2019. The website continues to serve as the institutional website for the project, with a focus on Geneva-based events and actors, and news related to the GIP. The team updates it to retain its formal and institutional aims, and at the same time showcase and link to the *Digital Watch* observatory, newsletters, just-in-time reporting initiatives, and other projects.

6.3.3 Digital Watch website (dig.watch)

The Digital Watch observatory, <https://dig.watch>, was

updated both in its look and structure to provide a smoother and logically easy to navigate journey for the user. The continuous updates with timely and relevant information, together with their promotion through various means, resulted in an increase of over 50% in website users and page views when compared to 2019.

6.3.4 IFDT website (forum.diplomacy.edu)

Diplo continued to manage the IFDT website <https://forum.diplomacy.edu>, which promotes the yearly Meeting of Deans and Directors of Diplomatic Academies and Institutes of International Relations, as well as training opportunities, events, and other resources.

6.3.5 Diplo US website (diplo.us)

Diplo continued its international reach in the United States through <https://diplo.us>, Diplo's Washington office website, which was set up in 2018.

6.3.6 humAInism website (humainism.ai)

In addition Diplo continued hosting and working on <https://humainism.ai> – a new project that explores what AI can do for humanity and how humanity can best be served by it.

6.4 Blogs and mailing lists

Diplo's blogosphere has flourished over the years. In 2020, Diplo published 102 blog posts on a wide range of topics including digital politics, cybersecurity, capacity development, knowledge management, online learning, and contemporary diplomacy. Blog posts, written by Diplo's team and several guest authors, provide opportunities for further reflection on topical diplomacy and internet governance issues.

Diplo continued to publish its fortnightly newsletter, [DiploNews](#), which updates readers – including partners, alumni, and faculty – on upcoming and past events, new programmes and activities, courses, and other initiatives. In 2020, Diplo published 24 editions distributed through a dedicated mailing list, shared with funders, and shared online through social media networks.

In addition to *DiploNews*, we promote our activities through the alumni network and mailing list. Other mailing lists for specific content – such as a mailing list dedicated to Diplo's courses – continued to be maintained in 2020.

The GIP's mailing list is an important bridge between the GIP's activities and the digital policy community.

Furthermore, in 2020 Diplo has started a reorganisation process for its mailing database. This reorganisation was initiated in order to unify the elements constituting Diplo's various branches of work, clean the database from inactive subscribers, improve the level and quality of data within the database, and segment the data for better usage for Diplo, and a more pleasant experience for the user.

6.5 Social media networks

In the online space, social media is an important channel for Diplo. In 2020, we continued to make use of and expand our social media channels to promote activities with our community, and to complement the more traditional methods of communication. The pandemic and the increase in online events increased the importance of social media even further.

Twitter remained one of Diplo's most used channels. In 2020, our most popular accounts were @diplomacyedu, with over 12,700 followers by the end of the year; @ediplomat, with over 15,500 followers; and @igcbp, with over 12,527 followers. The GIP's Twitter account, @GenevaGIP, had over 3,400 followers by the end of the year.

Another widely used tool is Facebook. In 2020, Diplo continued to maintain a number of Facebook pages that increased in popularity over the previous year. Our main channel, www.facebook.com/DiploFoundation, closed the year with over 7,421 likes; the account dedicated to e-diplomacy, <https://www.facebook.com/ediplomacy/>, closed with over 2,500 likes; while Diplo's account dedicated to internet governance issues, www.facebook.com/igcbp, had close to 2,100 likes by the end of the year. The GIP's Facebook page also gained in popularity, with over 2,000 page likes by the end of the year.

Diplo's main Facebook channel, www.facebook.com/

[DiploFoundation](#), was also used as a backup broadcast channel for Diplo's live events.

As LinkedIn has become more popular in recent years, Diplo's communication team increased its efforts in using this platform for outreach. In 2020, Diplo's LinkedIn account closed the year with over 3,908 followers, up by more than 1,000 (+38%) compared to the previous year.

With Instagram being a favourite tool among the younger section of Diplo's target audience, in the latter part of 2020 it was decided to revitalise the underutilised Diplo Instagram account for better use in 2021. At the end of 2020, Diplo's Instagram account had 358 followers.

Diplo's [YouTube channel](#) hosts recordings from webinars, WebDebates, and events with online participation, as well as interviews with Diplo experts, course reviews from alumni members, educational videos, and promotional videos. The channel is especially popular with practitioners of digital policy who tune in to view live broadcasts or recordings of the GIP briefings on internet governance.

In 2020, Diplo's YouTube channel had over 1,000 subscribers, with a total of over 140,000 video views since Diplo joined the network in 2007.

7. Financial Report

Diplo Foundation

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31st DECEMBER 2020

		2020 €	2019 €
Revenue - Contributions and other income	<i>Note 4</i>	2,332,741	1,972,588
		<u>2,332,741</u>	<u>1,972,588</u>
Direct costs - Courses, conferences and other events		1,866,381	1,603,338
		<u>1,866,381</u>	<u>1,603,338</u>
Gross Contribution		466,360	369,250
Indirect Cost - Administration & Other Expenses		283,067	308,927
		<u>283,067</u>	<u>308,927</u>
Operating profit / loss		<u><u>183,293</u></u>	<u><u>60,323</u></u>
Bank Interest & Charges		(11,272)	(16,759)
(increase)/decrease in provision for uncollected VAT		-	-
Difference on exchange		863	(12,561)
		<u>(10,409)</u>	<u>(29,320)</u>
(Deficit)/surplus for the raey		<u><u>172,884</u></u>	<u><u>31,003</u></u>

Independent Auditor's Report

To the Administrators of Diplo Foundation

Report on the Audit of the Financial Statements

Opinion

In our opinion, the accompanying financial statements give a true and fair view of the Foundation as at 31 December 2020, and of its financial performance and its cash flows for the year then ended in accordance with the International Financial Reporting Standards as adopted by the EU.

We have audited the financial statements of Diplo Foundation, set out on pages 3 to 11, which comprise the statement of financial position as at 31 December 2020, the statement of comprehensive income, statement of changes in funds and statement of cash flows and notes to the financial statements, including a summary of significant accounting policies.

Basis for Opinion

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

Other Information

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

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

Responsibilities of the Administrators

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

'Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

'Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the administrators.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

'Obtain sufficient appropriate audit evidence regarding the financial information of the foundation.

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

John Zammit

B.A (HONS.) Accty; F.I.A; C.P.A

Certified Public Accountant (Registered Auditor)

Date: 5th July 2021

John Zammit & Associates is a Member of Premier International Associates

8. People

8.1 Board of Administrators

Amb. Victor Camilleri - President

Former Permanent Ambassador of Malta to the United Nations in New York and Geneva

Amb. Valentin Zellweger - Vice President (*resigned in 2020*)

Permanent Representative of Switzerland to the United Nations and the other international organisations in Geneva

Amb. Saviour F. Borg

Ambassador of Malta to Switzerland and the Principality of Liechtenstein Advisor to the Minister for Foreign Affairs and Trade Promotion of Malta

Amb. Maud Vuyelwa Dlomo

Ambassador of South Africa to Madagascar

Dr Isabelle Ragonesi

Senior Lecturer, Department of International Relations, University of Malta

Mr Pio Wennubst (*resigned in 2020*)

Assistant Director General of the Swiss Agency for Development and Cooperation

Dr Jovan Kurbalija

Secretary of the Board, Director of DiploFoundation Head of the Geneva Internet Platform

8.2 Management Team

Mr Patrick Borg

Director of Administration and Finance

Dr Stephanie Borg Psaila

Director of Digital Policy

Dr Katharina Höne,

Director of Research

Dr Tereza Horejsova

Projects and Partnerships Director

Dr Jovan Kurbalija

Executive Director

Mr Vladimir Radunović

Cybersecurity and E-diplomacy Programmes Director

Mr Andrej Skrinjarić

Director of Education

8.3 Senior Fellows

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

Amb. Petru Dumitriu, United Nations Joint Inspection Unit

Mrs Liz Galvez, former Senior British Diplomat

Mr Ljupčo Gjorgjinski, Senior Advisor for Multilateral Affairs, MFA of North Macedonia

Mr Lee Hibbard, Administrator, Bioethics Unit, Council of Europe

Ms Anne-Rachel Inné, Executive Director Government Affairs and Public Policy, ARIN

Prof. Dr Milan Jazbec, Ambassador of Slovenia to North Macedonia

Prof. Dietrich Kappeler, Former Director, Diplomatic Studies Programme, Graduate Institute of International Studies Geneva

Prof. Yolanda Kemp Spies, Associate Professor of International Studies at Zayed University, UAE; Former South African Diplomat

Amb. Christopher Lamb, former Australian Ambassador and Humanitarian Diplomacy Head, International Federation of Red Cross and Red Crescent Societies (IFRC)

Mr Aldo Matteucci, former Deputy Secretary General of EFTA

Amb. Kishan Rana, Professor Emeritus, former Indian Ambassador, and a joint secretary to Prime Minister Indira Gandhi

Dr Alex Sceberas Trigona, Special Envoy for the Prime Minister of Malta

Dr Biljana Scott, Associate of the China Centre, University of Oxford

8.4 Staff

Ms Katarina Anđelković, Researcher*
Mr Robert Aquilina, Finance Manager
Mr Miodrag Badnjar, Media Developer Online Courses
Mr Patrick Borg, Master/PGD Coordinator; Head of Operations Malta Office*
Ms Cécile Desjours, Administrative and Event Coordinator
Mr Dylan Farrell, Communications Officer
Ms Andrijana Gavrilović, Researcher*
Ms Pavlina Ittelson, Senior Program Officer*
Ms Jelena Jakovljević, Web Manager and Designer
Mr Đorđe Jančić, Internet Marketing Specialist
Mr Arvin Kamberi, Multimedia Coordinator*
Mr Rade Kotur, Online Programmes Assistant*
Mr Marco Lotti, Project Manager*
Ms Marília Maciel, Senior Researcher*
Ms Dragana Markovski, Online Programmes Assistant*
Ms Jovana Martić, Researcher

Ms Darija Medić, Web and Software Programmer
Mr Viktor Mijatović, Publications Graphic Designer
Ms Mina Mudrić, Publications Manager
Mr Aleksandar Nedeljkov, Publications Designer
Ms Tanja Nikolić, Course Admissions Coordinator*
Dr Jovan Njegić, Head of Data and AI Team
Ms Virginia (Ginger) Paque, Internet Governance and E-diplomacy Programmes*
Ms Nataša Perućica, Researcher*
Dr André Saramago, Online Learning and Assistant
Mr Andrej Škrinjarić, Online Programmes Coordinator*
Dr Vladimir Veljašević, Illustrator
Ms Milica Virijević Konstantinović, Head of Operations Belgrade Office and Travel and Workshop Coordinator

** Part of Diplo's lecturing team*

8.5 Lecturers, guest lecturers, workshop speakers, tutors, research fellows, and course coordinators

Amb. Amr Aljowaily (Egypt)
Dr Daniel Beaudoin (Israel)
Ms Hannah Bird (UK)
Ms Jessica Cadesky (Canada)
Amb. Victor Camilleri (Malta)
Mr Aapo Cederberg (Finland)
Mr Bipul Chatterjee (India)
Ms Leila Chepkemboi (Kenya)
Ms Solange Mike Cross (Trinidad and Tobago)
Ms Priyanthi Daluwatte (Sri Lanka)
Dr Avri Doria (USA)
Amb. Petru Dumitriu (Romania)
Ms Anais Faure Atger (Belgium)
Mrs Liz Galvez (UK)
Mr Tracy Hackshaw (Trinidad and Tobago)
Ms Dominique Hempel Rodas (Switzerland)
Mr Lee Hibbard (UK)
Ms Anne-Rachel Inne (USA)
Amb. Milan Jazbec (Slovenia)
Ms Carol Kiangura (Kenya)
Amb. Christopher Lamb (Australia)
Dr Anthony Land (UK)
Ms Anusha Madhusudhan (USA)
Dr Nadežda Markovski (Serbia)
Mr Tim McInerney (Australia)
Ms Morgan Mead (UK)
Mr Jean-Michel Monod (Switzerland)

Ms Mary Murphy (Hungary)
Ms Grace Mutung'u (Kenya)
Mr Valeriu Nicolae (Romania)
Ms Sahar Okhovat (Australia)
Mr Javier Ormeno (Peru)
Ms Virginia (Ginger) Paque (USA)
Ms Jenny Pearson (UK)
Mr Martin Rauchbauer (Austria)
Amb. Kishan Rana (India)
Dr André Saramago (Portugal)
Dr Alex Sceberas Trigona (Malta)
Dr Biljana Scott (Norway)
Mr Andrej Škrinjarić (Serbia)
Ms Hannah Slavik (Romania)
Mr Tore Svenning (Norway)
Ms Sorina Teleanu (Romania)
Amb. Olaph Terribile (Malta)
Dr Tatiana Tropina (Germany)
Ms Roberta Zuchenga (Italy)
Amb. Olaph Terrible (Malta)
Ms Stefanie Frey (Switzerland)
Mr Ian Peter (Australia)
Ms Sylvana Busuttil (Malta)
Ms Alexandra Lamb (Australia)
Ms Rachel Banfield (New Zealand)
Ms Thiwankee Wickramasinghe (Sri Lanka)

