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Digitalization of the national

diplomatic systems: Small powers dimension

Master thesis

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Author's declaration of originality

I hereby certify that I am the sole author of this thesis. All the used materials, references to the literature and the work of others have been referred to. This thesis has not been presented for examination anywhere else.

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Abstract

The purpose of this Master's thesis is to research the impact of Digital diplomacy on modern international affairs and how information and communication technology (ICT) All abbreviations written out like this the first time you use them, even if you also have a separate list of abbreviations (and even if the abbreviation is well known).

ICT tools and possibilities can support the implementation of task and goals of Ministries for Foreign Affairs of small powers (state) (Vital, 1967).

By the term Digital diplomacy, we consider all possible means of utilizing ICT in conducting diplomatic activity. Digital diplomacy and impact of social media are examined in the thesis. For understanding the outcomes and possible appliance of digital diplomacy means case studies will be analysed of effective utilizing of social media tools in Poland for spreading information worldwide, Romanian practice of digitalization of consular activities "E-cons" and Israeli experience of construction of virtual diplomatic networks. As Digital diplomacy is a relatively new term and definition and to define the real impact of utilizing its tools quite difficult, to avoid mixture with additional sources of diplomacy "great power", there will be chosen relatively equal states in sense of absence extraordinary military and mineral resources capacities according to National power index. This Master's thesis makes a contribution to the understanding of Digital diplomacy possibilities and ways of transformation of national diplomatic systems to increase efficiency in achievement the tasks and goals of "small states" foreign policies. The thesis is written in English and contains of 72 pages, including 1 table and 1 figure.

Key words: Digital diplomacy, E-diplomacy, small states, international relations, social media, digitalization.

Abbreviations and concepts

Public Diplomacy refers to government-sponsored programs intended to inform or influence public opinion in other countries; its chief instruments are publications, motion pictures, cultural exchanges, radio and television (U.S. Department of State, 1987).

Digital diplomacy the use of modern information and communication technologies for the implementation of the diplomatic and related foreign policy objectives. Digital diplomacy or (e-diplomacy) explores the new dynamics, developments, trends, and theories in diplomacy brought on by the digital revolution in which non-state actors play an active role (Sandre, 2015).

Digital disruption in diplomacy term explores the positive and negative impact of digitalization on diplomacy, it's hybridity trends by interconnection of 'offline diplomacy' and digital one.

Hybrid diplomacy combination of traditional intergovernmental diplomacy and modern network diplomacy (Ton, 2015)

ICT Information and communications technology

Small state nation state that has a nominal territory with population of any size, a hardly effective or no military power, limited natural resources, and emerging or struggling economy (Rabby, 2013).

Social media group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content (Kaplan, Haenlein, 2010).

Twiplomacy, refers to the use of social network and microblogging website, Twitter,
Twitter diplomacy, by heads of state, leaders of intergovernmental organizations (IGOs), and
"hashtag
diplomacy" their diplomats to conduct diplomatic outreach and public diplomacy.

Consular activities related to provision of visas to visit or emigrate to the home
management country, services to citizens (replacement passports, welfare/whereabouts
inquiries from home, repatriation of remains, voting in home-country
elections, registration of births, notarization of legal documents,
assistance to their citizens in case of emergency.

Virtual diplomatic type of diplomatic relations established and supported with social media
networks tools by high officials of different state.

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1. Introduction

In the context of studying the electronic management as a discipline, we tend to consider ways of possible use of the existing solutions in the field of ICT to optimize and streamline the processes of the public sector. Thus we contribute to the development of solutions that would benefit to the effectiveness of the implementation of economic, social, organizational, cultural, educational functions - internal functions of any state.

This focus on internal functions related in part due to the fact that the basis of any electronic control strategy of development of a particular state is a "citizen" and because the main problem in the e-government concept is the search and development of solutions of ways to provide convenient and efficient services with the help of information technology.

In this context, often overlooked, that for each state are extremely important external functions, and in particular foreign policy function.

There is no doubt that the nature and type of relationship with other countries largely determines overall general situation in all spheres of society of a particular state. Foreign Policy governs the relations of the state with other states and peoples in accordance with its principles and objectives achieved by using different means and methods.

The set of practices, tools and methods to achieve the goals and objectives of the state is called diplomacy.

And if diplomacy previously considered quite closed to the general public in the public domain, but today information technology in particular, the development of social media changing the overall context of the implementation of diplomatic means. With the advent of ICT diplomacy was publicly available, it has ceased to be the privilege of the highest echelons of power. information technology revolution has brought a completely new understanding of the forms of diplomatic relations. The development of the Internet and Internet technology was the cause of digital diplomacy.

Traditional forms of diplomacy still dominate, but 21st-century statecraft is not mere corporate rebranding — swapping tweets for broadcasts. It represents a shift in form and in strategy — a way to amplify traditional diplomatic efforts, develop tech-based policy solutions and encourage cyberactivism (Lichtenstein, 2010).

The objectives of this thesis are to examine what digital diplomacy is, how foreign ministries are engaging in it, to research how social media is influencing in foreign policy affairs, to discover how can

be measured impact of usage social media benefits foreign policy, analyse the case studies of introduction digital diplomacy tools at "small states", to analyze design of national diplomatic system of Ukraine according to requirements of structural organisation digitalized foreign policy systems.

Through analysis the aim is to find out how implementation of digital diplomacy tool can improve overall efficiency and performance of diplomatic service of small states. Based on the analysis will be made proposals and suggestions how should be "digitalized" national diplomatic systems.

"Small state" case study provides a clear example was chosen to demonstrate, filtered from other diplomatic sources of influence, how digitalization of diplomatic system of small state empowers foreign policy image and performance.

The main research question is how digitalization of national diplomatic systems can improve overall performance and efficiency diplomatic services of "small states"?

To answer the main research question the following sub-questions are asked: what is digital diplomacy, what are the main constituents of digital diplomacy and how digitalization is changing essence of diplomacy, what measures should be taken by foreign ministries of "small states" for efficient digitalization of diplomatic service?

This master thesis has 3 chapters that, in turn, are divided into subsections. In the first chapter a brief overview concept of digital diplomacy, its perspectives and spheres of utilization in modern diplomatic practice.

In the second chapter described the methodology and approaches for conduction the research.

In the third chapter analysed the main implications of digital diplomacy, drew out case studies of implementation different forms of digital diplomacy in Poland, Romania and Israel.

The conclusion will shortly summarise main research outcomes and brings out the main findings of the paper.

1. New dimensions in sphere of international relations

International relations sphere always pretends to be stable and inviolable of states' interactions. But even recent events on international arena shows that changes are ongoing so rapidly that sometimes it's hard to understand in which international relations system (Post-Cold-War era or Post Annexed Crimea era) we already live.

As is increasingly applied information technologies radically change the daily lives of millions of people. They bring changes not only in the internal affairs at very different levels of development of the world, but also into the relations between these countries, the role played in the world system of international organizations, social movements, financial groups, criminal organizations and individuals.

In recent years, the practice of foreign policy has undergone great changes, the internet has given new life of modern diplomacy - ministers, ambassadors, diplomats are increasingly using the media to communicate with the public.

Today, various sources information allows foreign relations actors to bypass formal diplomatic channels, and therefore it requires faster and therefore less thoughtful responses from officials, and thus let various non-governmental organizations to express more "clearly" its position.

Alec Ross, technology policy expert to Secretary of State Hillary Clinton sees the role of technology in:

- Technology accelerated political change since helped to link through a network of people who think the same way, facilitate coordination in the creation of motion, as a result of these processes took not years but weeks and months,

- Social networks have strengthened weak links, people with different interests could come together online to offline to enter the protest action,

- Leadership was distributed to a number of actors, there was no need in a single figure,

- Social media is also filled with news and mainstream media, which allowed to draw attention to the voices of the street (Lichtenstein, 2010).

In information age, the bulk of the product is data collected by electronic gadgets. Electronic communications have expanded the area in which you can share information in a timely manner. Software for data processing and the hardware is also expanding rapidly.

The Internet has created an unprecedented need for constant and rapid exchange of information in the military, government and private sectors. Information networks connected to the Internet constantly

treated with the private, business and military information. These qualitative changes in the processes of data collection, processing and dissemination of information in the information and form the basis of so-called information revolution.

Now the information is a strategic resource that must be managed effectively in order to achieve excellence. Due to the fact that information plays a key role in any action taken in the field of information may have consequences for the physical area (materials, personnel, finance) and for the field of abstractions (belief system).

Information age technologies make the environment in which military operations are conducted, more dynamic and unpredictable. This makes national economies more sensitive to global development, promote cultural and political consciousness of the world's population and fuel radical movements that are pushing the global fragmentation and destabilization. Information age technologies can present the results of military operations (small or large) a global audience almost instantly. Images of war and peace (real or created) can affect the national will and public opinion before the audience will check their authenticity. In addition, the influence of the Internet has significantly enhanced and increased opportunities to manipulate public opinion. More and more attention is paid to issues of social engineering through the Internet and the management of large groups of people, including for political purposes

Not surprisingly, in the early 21st century the extent to which societal transformations impact on diplomacy and the way governments engage foreign publics are greater than in earlier periods, when the authority of elites was questioned less. Diplomatic practice becomes more and more public participatory. While the main tasks of diplomacy remain the same, these new and emergent communication platforms are forcing the societies to redesign the structures and processes of diplomatic practice. It is super simple for governments to directly reach a broad international audience, whilst non-governmental actors and even individuals are empowered by interactive and prompt communication. Digital diplomacy presents immense opportunities for global engagement, but it also generates new problems and challenges. Defining digital technologies' effects on diplomacy and international communication, and these technologies' ability to strengthen networks and relationships, is a new level in public diplomacy work and diplomatic studies.

1.1 Concepts of Digital Diplomacy

Term "Digital diplomacy" has various definition but none gives perfect explanation of such phenomenon. Here would be described several concepts and perspectives on Digital diplomacy.

Digital diplomacy as new way of Public Diplomacy

According to Cull, public diplomacy appeared simultaneously with "statecraft." However, former US diplomat Edmund Gullion coined the term only in the mid-1960s. Therefore, public diplomacy historically "is closely linked with the United States." United States Information Agency (USIA) has played a key role in the development of public diplomacy during the Cold War. However, in 1999 the agency was included in the State Department. According to Cull, the attack "9/11" became for the American diplomacy "cruel awakening" and made to feel alienated from the American foreign policy, a well-known most of the world's population (Cull, 2013).

In the past few decades, public diplomacy has been widely seen as the transparent means by which a sovereign country communicates with publics in other countries aimed at informing and influencing audiences overseas for the purpose of promoting the national interest and advancing its foreign policy goals. In this traditional view, public diplomacy is seen as an integral part of state-to-state diplomacy, by which is meant the conduct of official relations, typically in private, between official representatives (leaders and diplomats) representing sovereign states. In this sense, public diplomacy includes such activities as educational exchange programs for scholars and students; visitor programs; language training; cultural events and exchanges; and radio and television broadcasting. Such activities usually focused on improving the "sending" country's image or reputation as a way to shape the wider policy environment in the "receiving" country (USC Center on Public Diplomacy, 2010).

Traditional public diplomacy represents an asymmetric communication model, centered on informing the target audience, through the use of traditional media. With the advent of the new media and their widespread use in all spheres of social life, they began to be used including for public diplomacy activities.

Predictably, America is leading the pack. Since Hillary Clinton, the country's secretary of state, launched her own 21st-century-statecraft programme in 2009, her ministry has spawned 194 Twitter accounts and 200 Facebook pages with millions of "followers" (subscribers). The State Department in effect operates a "global media empire", in the words of Fergus Hanson, a fellow at the Brookings

Institution, a think-tank in Washington, DC, and the author of a study of e-diplomacy (Virtual relations, 2012).

Thus, in this context, Digital Diplomacy is perceived as the increasing use of ICT and social media platforms for the implementation of public diplomacy strategies. This concept suggests that the changed environment and the channels, but the message remains the same. Instead of broadcasting by means of radio or television, diplomacy is currently communicating is through Twitter, Facebook, Tumblr.

Digital Diplomacy as more comprehensive tool in a used tool box.

At the same time digital diplomacy is an easy and cheap tool for other purposes, too: responding to disasters, gathering information and managing relationships. Others maintain that it increases the ability to interact with foreign publics and actively engage with them thereby enabling the transition from monologue to dialogue.

Thus, via its twitter channel, an Israeli embassy established two way communications with its followers. In July 2013, as a part of Israel's attempt to engage netizens ("internet users") in Gulf Cooperation Council (GCC) countries, Israel's foreign ministry launched an official virtual embassy on Twitter called Israel in the GCC (IsraelintheGCC).

As it's clear to understand from e.g. absence of any diplomatic relations with between Israel and GCC countries, there were no possibility to develop any kind of diplomatic representation or provision any cultural or other kinds of cooperation in the region.

This mean that there was no possibility for penetration any "soft power" tool into target audience information space, as any spread message from Israeli side would be absorbed by local audience.

Launched Twitter page "Israel in the GCC"'s mission" Introduced new approach by engaging people of GCC into direct dialogue and second establishing virtual "embassy".

The most important feature in this approach what differentiate this concept of Digital diplomacy from the first one is usage two-way communication with audience. During this virtual campaign Israel's Foreign Minister, Rafi Barak, answered questions posed by Twitter users from the Gulf region, and beyond, about the politics and economics of Israel's engagement with the GCC. The short discussion revealed interesting questions and commentaries on the part of Twitter users from the GCC.

This approach mostly based on the narrative that current diplomacy is not the affairs only between official representatives of the states. Here is recognised social media communities as new and very influential internal actor, which impact could be valuable and decisive in in public decision-making.

Thus there two main concepts of diplomacy. The first based on approach that it is a new tool in the conduct of Public Diplomacy. Another built on the position of the ability to interact with foreign publics and actively engage with them thereby enabling the transition from monologue to dialogue.

1.2 Perspectives of Digital diplomacy

In this subchapter would be outlined different perspectives of Digital diplomacy and which forms and implications is being adopted by modern diplomatic practice.

Changing foreign policy environment: rapid development of the internet accelerated information diffusion due to high transmission speed and low costs. Such digital technologies as social media platforms Twitter, Facebook, and Weibo - allow states to enter into dialogic communication with foreign publics in a (usually) non-costly manner. Holmes uses this conceptualization by investigating e-Diplomacy's broader role in the management of international change. Drawing from sociological perspectives often termed "practice theory," he delineated two types of change in the international system - top-down structural exogenous shocks and bottom-up incremental endogenous shifting - and argued that diplomacy is ultimately a way for states to manage these two types of change. Psychology and neuroscience findings suggest that states manage these processes differently because each type of change requires different responses. Exogenous shocks require relationship building and intention understanding, activities that are most efficiently conducted in face-to-face personal interactions (Bjola, Marcus Holmes, 2015). Endogenous shifts require the ability to synthesize and analyze large amounts of data in order to determine changing trends, activities that are most efficiently conducted with digital technology. E-Diplomacy represents the latter set of activities – the gathering and analyzing of data from foreign publics that accrues through listening to discourse on the ground. What this suggests is that digital diplomacy should be viewed, according to Holmes, as a method of managing change, particularly the small types of changes that would be difficult to detect with the human eye. Critically, the existence of digital diplomacy does not imply that traditional face-to-face diplomacy is no longer necessary; indeed, quite the opposite. Traditional and digital diplomacy co-exist and complement, rather than compete with, each other. Therefore, in the end, digital diplomacy is a particular type of diplomacy, the value of which is derived from the ability of digital tools to identify, and respond to, small endogenous incremental changes in the international system.

Knowledge and resources management: this second perspective refers to the management and analysis of growing information flows. As sources of power have become more diffuse and decentralized and public finances have either remained constant or declined, governments try to adapt, internet being one suitable solution. In this case appears a paradox, since quickness and ease of online communication also enable faster rumors spread, controlling them becoming a challenge for diplomats. As in an interconnected world more communication does not guarantee better communication, but on the contrary most often it multiplies the possibility of misunderstanding and misinterpretation, there is a need to create a tie between government information and cultural relations. Last but not least, this dimension highlights the use of digital technologies as tools to manage more efficiently the daily diplomatic activity, including communication, networks or hierarchical procedures (Hocking, Melissen, 2015).

Cyber policy agendas: this perspective embodies various sub-dimensions, like cyber governance, Internet freedom, cyber warfare or cyber security. Taking into consideration that in today diplomacy the public is of paramount importance, governments find themselves in a dilemma regarding control and although it is important to generate soft power this is not always simple especially in the cyber era. Therefore, digital disruption and its impact on governments require taking advantage of resources such as infrastructure, networks, software and human ability to create, control and transmit electronic information, a phenomenon known in the literature as "cyber power". In a detailed definition, "cyber power is the ability to achieve the desired results by using interconnected electronic information resources" (Nye, 2015). In this context, cyber power appears to be dependent on information management, the effectiveness of this process depending on the model of managing large amount of information and on the degree of confidence in the available data and security systems. Consequently, internet governance has become a new topic in relations between states as it requires international regulation of cyber space environment by developing, in the first instance, globally dialogue and cooperation formats (Barston, 2014).

Paul Sharp, Professor and Head of Political Science at University of Minnesota investigates one particular aspect of diplomacy, specifically the way revolutions in information technologies and the emergence of e-diplomacy have had significant impact on what is known as "secret diplomacy." Sharp draw out three discrete forms of secret diplomacy. Strategic secrecy refers to the concealment of major agreements and commitments. Operational secrecy refers to the concealment of diplomatic negotiations, relations between diplomats, and information of interest to diplomats. Official secrecy refers to "known unknowns," things that are known but are treated as if they are unknown. Sharp then noted how

digitization provides challenges to and opportunities for each type of secrecy. First, the impact of the digital revolution on secret diplomacy has been conventionally understood as negligible. Yet, as Sharp noted, it is hard to imagine a secret treaty existing today, given the information accessible to broad networks of people. Second, the impact of digitization on secrecy and discretion in the everyday work of diplomats is considerable but manageable. Attitudes regarding secrecy are changing. As Sharp noted, in day-to-day diplomacy there is a larger tolerance for individuals to speak out and say things, even when they make mistakes. Diplomats are spending less time guarding their secrets. Third, the impact of the digital revolution on the distinctions made between what is known and what is secret is considerable and empowering for diplomats, although not necessarily in ways we should like (Sharp, 2009).

E-governance and e-participation: this facet is associated with diplomatic services delivery and broader public participation in policy shaping. The implications of digitalization for the organisation and delivery of diplomacy, notably in "Public diplomacy" as digital technologies offer new tools to diplomatic actors for achieving policy objectives and performing services. Social media sites, particularly Twitter, are important tools in enhancing "Public Diplomacy 2.0" and new channels for communication in public diplomacy provide possibilities for reputation management. These imply especially building relations with foreign citizens, consular and crisis management and constructing and managing networks. Digital tools have a high potential to stimulate citizens to be actively involved in their society life, both home and abroad. In this context, social networks and digital communication instruments complete the traditional diplomatic mechanisms for managing international affairs, making them more effectively. Here emerged very recent question put by Alex Oliver in article "The Irrelevant Diplomat" - Do We Need Embassies Anymore (Oliver, 2016)?

1.3. Chapter overview

For the purposes of this study I will use the e-governance and e-participation perspective of the digital diplomacy. As it was mentioned in previous subchapter e-governance and e-participation perspective relates to improvement of the service delivery, enhancement of the key functions of sectors of the public service, and reinforcement of participation in the shaping of policy. On one side, the focus here is on improving access to government and enhancing participation, reflecting earlier debates on the 'democratisation' of diplomacy. Here we confront a key debate in the recent evolution of public

diplomacy and the extent to which this can live up to expectations of two-way communication suggesting an 'opening up' of the foreign policy processes.

In my opinion analysis of these three implications of public diplomacy would allow to figure out the main basic laws and the necessary steps to take for reformation the national diplomatic system of small countries.

Why small states? This research concerns of "small states" due to the fact that in this way it is desirable to avoid the impact on the practice the digital diplomacy and other forms of diplomacy resources, such as military, economic and other.

In methodology part are proposed methods of calculating impact of Public diplomacy tools, consular management implementation and construction and managing digital diplomatic networks. For this purposes are used National Power Rankings, Ranking of Global Soft Power "The Soft Power 30", Global Diplomacy index.

To get the main idea of efficient design and necessary components of implementation successful practices of Digital diplomacy components would be analyzed case study of Public diplomacy in Poland; Provision digital consular services of Romania and practice of maintaining broad virtual diplomatic network by Israel.

The central issue of the master's thesis is to analyze the impact of digitization on the general practice of diplomatic activity. Currently there are many indications that changes in the international arena become quite radical in character. Modern diplomacy is essentially involved not only in international problems, but the root of the problem of national life - from security to quality of life issues, including the preservation and creation of jobs. In front of face new challenges are changing the structure and methods of diplomacy, the new models offer diplomacy and integration hybrid diplomacy. Financial challenges of today that foreign policy departments are faced with forces them to be more flexible in finding less costly ways of implementing foreign policy. The constantly improving information technology can help to save time and money.

In the modern international relations appears new actors, that earlier haven't been existed, with which diplomats have to deal - social media communities. Nowadays these communities have "loud voice" and could influence on national agenda. In this case usage social media as tool for diplomats become essential activity to implement and from the level of representation in social media and designed strategy of communication with such sensitive public can depend overall results of international negotiations, trade agreements, common international cooperation projects.

At the same usage of social media in diplomatic practice raise other important issues, such as interference into affairs of foreign state, whether message in e.g. Twitter could be assessed as part of some kind of propaganda or it's just convenient and responsive way of maintaining mutually trustful relations between official foreign representative.

After all, as it was already mentioned technologies now allow to decrease the costs of foreign representation without losing efficiency. This aspect especially important for this research as I took small states dimension, what means that this type states either can afford to have wide diplomatic representation network or don't have enough diplomats in charge to appoint them all over the world, like in the case with necessity of provision consular services for their citizens in exotic parts of our planet, but instead of having certain diplomat in charge there could be used digital tools to support your nationals.

At the same time, scandal publication WikiLeaks raises a question whether it's still possible to maintain confidentiality in cyberspace? This aspect also significantly changed the ways of doing contemporary diplomacy. And here appear several opinions whether diplomacy ever should be secret or what have been done to secure secrets.

This research results should draw out the main components and needed steps to be implemented for the states that could not afford usage wide range of diplomatic tools on international arena. That is why my main practice proposals would be focused on Ukrainian national diplomatic system. Basically, on analyze of current state of affairs and what measures should be implemented to reform and improve overall diplomatic performance of Ukraine.

2. Methodology

2.1. Descriptive research methods

Probably the most difficult problem in contemporary research on digital diplomacy is simply a definitional one. That is, nowadays, it is not entirely clear at what point digital diplomacy picks up and traditional diplomacy lets off. Inasmuch as adoption of the social web represents a ‘new’ and ‘different’ facet of the work of foreign ministries, digital diplomacy certainly represents some sort of policy change. Yet, it is not evident what this change consists of, or its magnitude. Until researchers clarify how digital diplomacy aligns with or departs from traditional models of diplomatic relations, any effort to theorize and track the implications of the social web for this policy sector will be stunted (Clarke, 2015).

For example, the most formal internal assessments of U.S. State Department new media outreach efforts focus on descriptive statistics about how many people liked a particular post or photo or the popularity of a particular hashtag generated by State employees. These types of studies provide valuable insights into how particular Public Diplomacy practitioners conceive of themselves and foreign publics and articulate or assert influence. They also provide a means of assessing how citizens who have come into contact with particular Public Diplomacy messages respond to or engage with that content. In this decentralized information age, however, beginning a study of public diplomacy 2.0 with a narrow focus on the activities undertaken by self-defined public diplomacy practitioners constitutes an artificial starting point that limits and shapes the research and the findings (Arsenault, 2015).

Nevertheless, for explanation the meanings of general ideas in the developing debate, specifically on the concept of digital diplomacy, the main terms and definitions, the relationship between more general patterns of change in diplomacy and digitalization, the impact of digitalization on the diplomatic process and the national machinery of diplomacy, I consider descriptive research method as necessary instrument for defining limitation frameworks of this research.

2.2. Quantitative-qualitative methods.

One of the problem related to usage and implementation digital diplomacy tools and practices is "How to measure its quantitative and qualitative impact on overall diplomatic performance of the certain state"? It's not a secret that Digital diplomacy is not just a new methodology or instrument to which substitute traditional forms and types of diplomacy. That is why the main task for these research is to limit cumulative effect from such factors as military power, nuclear weapon, rich natural deposits, permanent membership at United Nations Security Council, etc.

There are number of opinions concerning which state may be considered as small state or 'small power'. As this research is not dedicated to analysis of international relations concepts as a selection criteria for case studies states was chosen one simple principle - not enrollment to G20 and not to be in Top 20 according to World Power Index (Poder, 2015).

As the research studies three implications of E-governance and e-participation perspective of Digital diplomacy, here would be considered different approaches for Quantitative-qualitative measurement of the implementation impacts.

For measurement of influence of social media, I would use the methodology proposed by Associate Professor in Diplomatic Studies, University of Oxford, Corneliu Bjola.

On the example of usage, the most popular social media source Twitter he proposes the way of calculation efficiency of delivering, absorption and reaction on Twitter messages composed by officials.

Some social media experts claim that social standing on Twitter is actually defined not by the number of followers that users have, but rather by the frequency of retweets (RT) of their posts (Barone, 2010). While the claim may slightly exaggerate the case, the key point they are seeking to make is engagement: the thing is that retweets demonstrate people who are actually engaging with each other's messages. Actually the type of such engagement may be less intellectually sophisticated as one can expect. For example, adding a photo URL to your tweet can boost RTs by 35% Mawhinney, J. (2016).

Thus, Corneliu Bjola argues that RT number is a useful quantitative metric to see whether a message strikes a chord with the audience, but in the absence of qualitative metrics it's impossible to measure whether RTs signify tacit support or even disapproval of the message as customary statements of "RT ≠ endorsement" often seem to suggest. To address this limitation, he proposed to take Goffman's theory

(Goffman, 1974) of symbolic interaction and frame analysis, and introduced two concepts, lamination and keying, as qualitative metrics of RT analysis of digital diplomacy.

According to Goffman, laminations represent "layers" of activity that subtly alter or transform a particular frame by which a social situation is being inter-subjectively interpreted (Goffman, 1974). Basically it means how actively are discussed the certain messages among online audience. By commenting on a RT, users add additional layers of meaning that can subtly refocus the original frame of interpretation of the root message, a process that may be exponentially expanded by subsequent RT comments.

The way that message lamination occurs is via keyings, which refer to codes of meaning by which the audience is being signaled preferred modes of interpretation of the original message. Down-keyings refer to processes of "acquiring reality" that is, of keeping laminations close to the source. By contrast, up-keyings signal a departure from "reality" through an increase in the lamination of the frame (Goffman, 1974). For example, by commenting on a RT, one could "spin" the meaning of message in a direction that departs from that of the original tweet (up-keying). By contrast, comments that reinforce the original message generate closely distanced laminations (down-keying). A cross-comparison matrix of the concepts of lamination and keying helps puts their interaction into perspective and in so doing, it reveals an interesting theory of RT analysis.

The combination of high number of laminations and up-keyings generates either hijacking or bandwagoning that is, a situation in which users seize the opportunity to attach their message to a popular tweet, with or without success in attracting attention to their message.

In between these two opposite poles, there is the dual situation of the low number of laminations and up-keyings which reflects trolling and high number of laminations and down-keyings, which favours endorsement. In the former case, users test the root tweet for possible traffic mobility, but their attempts fail to get much traction, a situation that often affects. Endorsement, on the other hand, implies that users feel the root tweet has something important to say, a fact reflected by their willingness to disseminate it broadly and to comment on it in a way that reinforces its core message.

Summarizing all above, not all RTs are equally important. While the RT number is a useful quantitative metric for gauging the effectiveness of a digital strategy, it is the qualitative feature of RT comments that makes the difference by reinforcing the core message of the original tweet. That is why assessment efficiency of impact of social media in Public diplomacy perspective would be used

quantitative metric to calculate frequency of delivering messages and number of RT comments to measure efficiency level (Bjola, 2016).

In the context of consular and crisis management perspective, the quantitative-qualitative approach would be used in another manner comparing to previous prospective. As provision of consular services and emergency management is a complex area of international programming and service delivery involving multiple stakeholders across geo-political boundaries world-wide. The evolving policy, legislative and legal environment in which consulates operate adds to this complexity particularly in the face of heightened demand by all stakeholders for consular and emergency management services. To provide a neutral and evidence-based assessment of the relevance and performance of the policies, procedures, systems and practices in place to deliver the expected results required an evaluation design would be based on number of e-consulate services launched by Foreign affairs (quantitative) and number of electronic request made by users and amount of resolved issues due to used relative consular services.

Concerning analysis of constructing diplomatic networking in social media, in the framework of quantitative-qualitative methodology as quantitative indicator would be used number of followers of certain foreign representative or foreign ministry. The main assumption is that MFAs actively follow one another online in order to gather relevant information. For instance, by following other ministries an MFA may be able to identify policy changes in certain countries, anticipate new foreign policy initiatives and predict possible crises in diplomacy. Moreover, if an MFA is followed by many of its peers online it may be able to disseminate information throughout the entire diplomatic milieu with the click of a button.

2.3. Case study

As many qualitative researches, this thesis also bases on a case study design. The goal of case study is to provide "detailed and intensive study of a single case" (Bryman, 2008). Case studies in digital diplomacy can show both how new meanings arise in information-rich environments and how diplomatic actors can influence (or even create) new meanings. For example, case histories on public diplomacy can show the context in which it is successful and the types of social media that are most effective. Although not quite case studies, the many research themes explored at USC's Center for Public Diplomacy explore such possibilities. These include digital diplomacy, cultural diplomacy, and non-state public diplomacy (Bjola, Holmes, 2015).

To examine the impact of digital disruption on diplomacy, and taking into account that this thesis research explores three perspective of digital diplomacy, here were taken three different cases from three different country, but which are unified according to main distinctive feature - "Small states.

First case is dedicated to Polish experience of introduction social media for provision modern and efficient Public diplomacy activity. In my opinion this case is prominent as recently Polish foreign affairs office started to use Internet tools at a large scale. At the beginning of 2014 the Polish diplomatic missions around the world conducted 340 web portals in 45 languages, had more than 150 Twitter accounts and almost 50 on Facebook. Due to broad introduction in diplomatic practice these communication channels allowed to spread Polish opinion and view to foreign to different parts of the world. Polish electronic services also provide easier access to important Consular information e.g for travelers. These forms and principles of this communication is constantly shaping and diplomats learn how to work effectively in digitalized world (MFA of Poland).

The second case related to digitalization consular issues and crisis management. The E-Cons platform will integrate several electronic systems used in the consular domain, which require a substantial change in the activity in this field. The E-Cons composed from:

- The Electronic System for the Integrated Management of Services for Romanian Nationals;
- The Visa Application Portal - E-Visa;
- The National Visa Information System – NVIS;
- The Integrated Electronic Management System for Travel Documents – E-Pass;
- Contact and Support Center for Romanian Nationals Abroad.

To my point of view Romanian project of implementation E-Cons represents interesting case study to demonstrate how traditional offline consular services can be upgraded with ICT tools for common good of officials and citizens.

The third case would illustrate of third perspective of digital diplomacy - constructing virtual diplomatic networks. In for this case is taken Israel - the state which has quite tough relations with its neighbours and surely limited possibilities of engagement with public, in particular, of Arab States. Networking as the conceptual basis of modern diplomatic practice – including its digital dimension – has fundamental implications for conceptualizing and practicing diplomacy, for office routines and rules of engagement among people representing different types of public and private actors, and in a more general sense for officials engaging with the outside world. I suppose that Israeli case of utilizing social

networking sites like Twitter, where its number of followers amounted to 80,000+ is a clear example of how could be implemented non-residence representation of state abroad.

I consider that all above cases are beneficial for improving knowledge in the field, as digital diplomacy is still a new subject in the academic literature and for both practitioners and further scholars interested to deepen the research.

3. Analysis

3.1 Social media and interference into internal affairs

Social media provides users with comprehensive and rich experience for participation, interaction and collaboration. Different social media tools allow their users to create and share information on the web and collaborate with others interactively thus making easier to find information and maintain linkages to each other. With the inclusion of mobile technology, there has not only been an intense increase in the number and type of social media tools but their use is also rising. In developed countries like USA, Poland, UK and Korea at least four in ten adult citizens use social media tools. Social media sites dominate the Internet usage in Asia and the Pacific (Human Capital Institute, 2012). In comparison to men, women are more actively engaged in social media sites (Susanto, Goodwin, 2010). Though currently the use of social media sites is more popular among youngsters but studies are revealing that there is an increasing trend of participation by elders from last few years. In general social media can be classified in the following four categories:

- 1) online networks and ecosystems—e.g. Facebook LinkedIn, Twitter and Weibo;
- 2) online publications—e.g. YouTube, Flickr, RSS, Instagram and Twitter;
- 3) Online collaborative platforms —e.g. Wikis like MediaWiki, blogs like Wordpress or Blogger, and collaborative office solutions like Office 365, Google Docs, MS Lync, Debategraph, Teamwork or WorkSpot;
- 4) online feedback systems—e.g. voting and debating, rating and commenting, surveys, polls, blogs, (Banday1, Mattoo, 2013).

Online networks and ecosystems build and reflect the networks and relationships between peers. Online publication tools provide services or platforms for sharing and publishing content online. Collaborative platforms facilitate cooperative and work processes between people. Tools for online feedback facilitate input from an audience through one-way or two-way communication.

Nowadays we can affirm that fragmented social media environment represents a serious challenge for diplomatic practice looking to find the right voice for their audiences in the right social platform. With more than one billion people with access the Internet only through their mobile devices, focusing on mobile social media is fundamental. Geo-targeted and mobile optimized content must be an indispensable component in every digital strategy at global level. With the popular plays a key role in social media. According to Forrester, in 2014 Instagram saw four times more engagement than Facebook

and Twitter. Practice confirms that posts or tweets with images typically do better than posts without. For this reason, foreign offices must adapt and create a visual social media strategies in order to promote their content and increase the engagement rate. If governments and international organizations really wants to get more mileage from their social media efforts at global level, then it would be wise to consider paid social media advertising on different platforms such as Facebook, Twitter and others. For diplomacy, in particular, this trend implies new skills and innovative approaches (Deruda, 2015).

A key component of efforts to optimize the social media presence is tracking the performance of the content strategy. Governments and international organizations have to develop new systems to effectively assess their social media performances and look how they contribute to achieve their strategic goals. It will be fundamental learning how to leverage the metrics, analytics and data that technology has made possible to track in order to reach and engage the potential audiences.

The number of active users on social networks has increased exponentially over the past few years. If we take Facebook and Twitter, for instance, the number of monthly users surpasses the one billion mark.

Diplomats have long realised that in public diplomacy, they need to be where the audience is. Five years ago, many of today's top e-diplomacy practitioners were recognising the importance of social media, and started engaging with non-state actors directly on social networks. From experimenting with platforms to integrating e-tools, some foreign ministries today are advanced and active users of social networks with their own fair share of followers Diplo (2016).

It's natural that social networking sites have created new dynamics and opened up a plethora of previously unimaginable opportunities for public diplomacy (PD). Public diplomacy principles and strategies are woven into most aspects of diplomatic activity.

Digital technologies have reinforced an established theme in public diplomacy discourses over the last decade or so: namely, the 'talking' versus 'listening' debate frequently presented as 'public diplomacy 1.0' versus 'public diplomacy 2.0'. The distinction is between models of top-down 'broadcast' public diplomacy models and dialogue-based models in which there is exchange of information and two-way communication between publics and government representatives (Clingendael, 2015).

Hence, the diplomat becomes strategically aimed handler of public opinion. He establishes direct contact with the audience, and every time it comes to the target audience, which makes it possible to vary the material feed. Communication with citizens is no longer a one-sided direction, it turned into a dialogue, exchange of views and debate on the most urgent problems.

For the first time in international practice as an independent digital diplomacy direction of the United States began to be applied actively, which was seen as an important element of the "soft", and then the so-called "Smart power." During 2006-2007. at the State Department, the CIA, Department of Defense, and the US Agency for International Development (USAID) have been established for more than fifteen departments to work with foreign internet audience, specifically - to analyze national and international social networks, blogs, chats and spread them in the required information. Since that time, the possibility of these units has steadily increased.

The first working group (composed of 6 persons) on Internet diplomacy at the State Department was formed in 2002. In 2003, based on it created Office Internet diplomacy. From September 2013 it is headed by Eric Nelson. The office is part of the Information Resources Management Office, which is responsible for the security of computer networks and the introduction of ICT in the work of 260 American diplomatic missions. In addition to the Office of eDiplomacy separate functions within digital diplomacy charged an additional 24 units of internal State Department. Among them Office on digital interaction (Office of Digital Engagement) in the Office of Public Relations structure, which is the official blog of the State Department's DipNote and maintains official page Ministry of social media, as well as the Bureau of Democracy, Human Rights and Labor, which together with USAID organizes training foreign Internet activists

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The first digital diplomacy projects were launched in the mid-2000s, under the Secretary of State C.Rice, but active development of the projects began only later when Secretary of State Hillary Clinton came into the Office. She started the reform of the State Department on the basis of published in 2010 Quadrennial Diplomacy and Development Review (QDDR), providing amplification units responsible

for work on the network (U.S. State department, 2015). By the beginning of 2010 Clinton managed to attract to cooperation with the agency heads of the largest private Internet companies (Google, Facebook, Twitter, Howcast, AT&T). It is believed that soon it allowed the United States to directly influence the development of the so-called events "Arab Spring" in 2011, when the protest activity in North Africa and the Middle East was stimulated from the outside with the help of modern means of communication. Ideologists of the new approach in Clinton's team became Secretary of State Senior Advisor for Innovation Alec Ross and political advisor on innovation Ben Scott. Although subsequently made personnel changes, John Kerry, who led the State Department in February 2013, in general retained the widespread use of digital technologies in the United States diplomatic practice.

Conceptually, the idea of digital diplomacy outlined in a number of State Department regulations, including the named Quadrennial review of 2010 and the so-called the initiative of the "State of the 21st century" (U.S. State department, 2010). According to the latter document, the qualitative improvement of technology and the rapid growth of Internet users in developing countries require a change of US foreign policy practices and its reorientation on the opportunities of modern ICT. In general, according to its meaning, digital diplomacy must solve two big problems - contribute to improving the work of the State Department and to strengthen American influence on the socio-political processes in other countries.

Apparently, it is necessary to consider in detail some features of PD 2.0. Firstly, the new public diplomacy implies that career diplomats have largely lost control over the manipulation of public opinion and can no longer count on it. As the Cull, society has gained significant power is now more than ever before - the public is no longer perceived as a passive object of diplomatic wisdom impact (Cull, 2013). The public is now able to "look over the shoulder diplomat and judge what he sees" (Seib, 2012). For diplomats, this means a significant loss of control and, according to Clay Shirky, this loss of control has already passed stage. "You do not control the message, and if you still believe in control, which means that you have no idea what's really going on"(Lichtenstein, 2010).

Secondly, PD 2.0 implies a much more stable and sincere level of involvement of diplomats: it is not enough just to broadcast a message and expect foreign public will accept it. According to Beate Ochepki, PD 2.0 makes it possible to go beyond the negative perceptions of public diplomacy in the form of propaganda, and thus develop a more "legal and ethical" form "symmetrical communication", during which the two sides will listen to each other (Harris, B., 2013).

Listening factor of PD 2.0 is of particular importance: Monroe Price suggests that the new public diplomacy would allow diplomats to not simply be "informed, but also to inform others". In this meaning of PD 2.0 - it is not just an updated version of the PD 1.0, but something better, differing from it qualitatively (Hayden, 2013).

Thirdly, PD 2.0 and diplomacy in general in a wider sense will mainly rely on the network. According to Slaughter (Slaughter, 2009), the network is one of the defining features of the modern world. War, diplomacy, business, media, community and even religion - all are integrated into a network. Therefore, "in this world it is a measure of the power of communication". Zaharna makes this argument even greater importance, saying that "today, winning the one who has the most extensive network and strong connection (Zaharna, 2005). According to American diplomats, such as Alec Ross, the development of effective networking requires a transition from an intergovernmental diplomacy, a form of communication "from the people to the people to the government" (P2P2G). His former boss, Anne-Marie Slaughter, meanwhile, argues that the modern networked world "exists over the state, by the state and through the state" (Slaughter, 2009).

Finally, an important characteristic of PD 2.0 is the attention paid to it by the public. As noted by Nye, the mass flow of information, caused by modern communications, it has created a "paradox of plenty", in which the award becomes attention, not information (Nye, 2011). According to Mohr, the only way to "rise above the competition, to attract attention and to keep it" is to create a source of reputation "providing reliable and accurate information" (Mor, 2012). Since the days of Edward R. Morrow, much has changed in the world of public diplomacy. Therefore, credibility and trust have become the decisive factor.

To illustrate the ways in which some of these issues play out in diplomatic practice, I draw out the case of utilizing social media tools to facilitate effective diplomatic negotiations related to Iran's proliferation programme.

The experience of the ongoing Iran nuclear talks fits most closely with traditional foreign policy. It focuses on the military security agenda and the processes surrounding the P5+1 negotiations which privilege confidentiality over transparency. The pattern of the Lausanne phase of the negotiations in March 2015 was marked by the usual practice of deadlines regularly missed, imminent departures and last minute 'breakthroughs'. The 600+ journalists accredited to the talks had limited access to the hotel where the negotiations were held.

Digital technology made an appearance in the shape of secure videoconferencing between President Obama and the US negotiators.

Surprisingly, a key role was performed by a very traditional mode of communications technology: the mobile whiteboard. Under-secretary of State Wendy Sherman hit on the idea of the whiteboard as a means of illustrating what she called the ‘Rubik’s cube’ of complexity comprising the negotiations. The whiteboard was wheeled around the negotiating rooms as she and John Kerry met Iranian Foreign Minister Zarif and his team. This had an advantage for the Iranians as it avoided paper documents which had to be taken back to Tehran. But it also showed its dangers when a US negotiator inadvertently used a permanent marker to write down classified calculations (Whiteboard diplomacy, 2015).

Whilst tweeting was a feature of the talks, the principal role for social media was in ‘selling’ the outcome of the negotiations to domestic audiences. The 2013 talks were also marked by Foreign Minister Zarif’s embrace of social networks and the creation of a new website, Nuclearenergy.ir, which aimed at explaining the history and motives of Iran’s nuclear programme. Zarif used social media platforms extensively on his return to Tehran – both to defend the deal at home and to ‘frame’ it from an Iranian perspective for an international audience. As one observer noted: ‘Twitter diplomacy has helped President Rouhani maintain public support, bolstering his leadership image abroad. The contrast to his predecessor could not be starker (Kabir, 2013).

The case above seems shows mutually beneficial outcomes of negotiations that were reached more due to coordinated position both US and Iran parties. In this case overall digital campaign to reach public was launched by two actors - external US and internal Iranian government. For that reason on the hand from the local stakeholders wouldn’t argue about illegal usage of social media environment to influence internal public opinion, but on another hand if social media is innocent advanced tool to communicate with wide audience there wouldn’t be any restrictions of usage Facebook in e.g. China.

The second obligation under Article 41, §1 of Vienna Convention on Diplomatic Relations serves a more political purpose (Vienna Convention on Diplomatic Relations, 1961) The last sentence of the provision speaks of the duty for persons enjoying immunities to not ‘interfere in the internal affairs’ of the receiving State. An example provided in the 1958 ILC Commentary is the prohibition to take part in political campaigns (ILC).

The maintenance of lines of communication with opposition groups, NGOs and citizens of the receiving State tends to be more ambiguous. Although States generally allow foreign diplomatic agents to interact with Members of Parliament and representatives from business, academia, civil society

organizations, arts, and so on, this is not the case everywhere (Duquet, Wouters, 2015). One of the reasons is that such meetings are a convenient way to exercise influence locally without having to interact directly with government bodies (Duquet, Wouters, 2015). In addition, there exists an increased need to interact with the unorganized part of society as well. The internet allows for more efficient communication with ‘ordinary’ citizens; setting up a web site is an essential requirement for the diplomatic mission nowadays. The argument can also be made that such contacts are in the ‘interests of the sending State’ and are a normal exercise of a diplomat’s functions. Moreover, other diplomatic functions benefit from contacts with locals too: learning the views of academia, civil society, opposition parties and the like will contribute not only to the ‘promotion of friendly relations’ between the sending State and the receiving State (and not just their governments), but also to the development of their economic, cultural and scientific relations (Article 3, §1, e VCDR) and to ascertaining ‘conditions and developments’ in the receiving State (Article 3, §1, d VCDR) (Duquet, Wouters, 2015).

Quite a number of States consider it an improper interference in domestic affairs when diplomats actively get involved in human rights-related issues. Some legal scholars have expressed doubts as to whether uttering disapproval regarding a human rights situation is permitted or appropriate in a diplomatic context (Salmon, 2014).

For example, such countries as China, Cuba, and Russia are probably a little more challenging on the digital diplomacy front. And they’re challenging because these governments have different ideas about the free flow of information from the United States, but also they’re challenging because there’s a lot of sensitivity about U.S. interference in the digital sphere. So for example, officials in Russia indirectly blame the U.S. in invading Russian cyberspace. In addition the U.S. Government tries to engage bloggers in these countries, sometimes it compromises these bloggers. They’re seen as agents of the United States, or they’re seen as spies.

Recent definitions have sought to clearly distinguish propaganda from other forms of communication. Thus, propaganda may be viewed as more than biased information aimed at promoting a political cause. Rather it is the use of fabricated information or lies.

Recently, many have claimed that Russia employs propaganda when commenting on occurrences in Eastern Ukraine. Such was the case when Russian officials claimed that soldiers apprehended in Crimea were not part of a military incursion but simply soldiers on leave who wandered into Ukrainian territory.

At the same time Russian officials also actively use social media to spread their messages and engage with foreign audience. Since the onset of the Ukrainian crisis in January 2014, many have raised concerns over Russia's increasing use of propaganda. A Forbes writer recently described Putin's "parallel universe" in which a neo-Nazi junta has taken over the Ukraine, adding that it is but one part of a "sinister narrative...cleverly designed to promote Putin's goals and head off effective Western actions (Gregory, 2014)."

Interestingly, Russia's Foreign Ministry also projects this parallel universe through its digital diplomacy channels. Since January 2014, Russia's Ministry of Foreign Affairs has used Twitter to promote the narrative that Russia was forced to come to the aid of Russian minorities in the Ukraine following a NATO-backed neo-Nazi coup in Kiev. In line with this narrative, tweets detailing violence against Russian minorities were often complemented with images of desecrated monuments to the Soviet Union's victory against Nazi Germany (@mfa_russia). The Russian MFA has also recently adopted a new vocabulary that includes the terms "separatists"(@mfa_russia) when referring to alleged Russian forces in Eastern Ukraine, and "lethal weapons"(@mfa_russia) when referring to U.S. arms that may be supplied to Ukraine. Finally, unlike most MFAs, Russia's Foreign Ministry routinely re-tweets messages tweeted by Russia Today (@mfa_russia) and the Sputnik (@mfa_russia) news service. Such tweets may be viewed as an attempt to lend credibility to Russia's claims in the eyes of Western followers who view news organizations as independent and objective.

The enlisting of digital diplomacy in Russia's national propaganda efforts has caused some diplomacy scholars and practitioners to wonder if Russia isn't ruining digital diplomacy for the rest of the world.

Ilan Manor answering this question insisting that the transition to a dialogic model of public diplomacy, in which MFAs seek to talk with audiences rather than at them, necessitates a conceptual shift among MFAs. Specifically, dialogue cannot be viewed as a means to an end. Social media should not be used for creating relationships with foreign publics which may then be leveraged in order to facilitate the acceptance of one's foreign policy--rather, entering into dialogue with foreign publics should be the goal of digital diplomacy in itself.

Thus he concludes that Russia's use of social media, which supplies followers with inaccurate information and portrays a slanted reality, rejects the essence of dialogic communication as well as the transformative nature of digital diplomacy. And If the goal of such MFAs has remained persuasion, then all may be as complicit as Russia in ruining digital diplomacy for the rest of us (Manor, 2015).

Despite Ilan Manor is one of the main researchers in the field of digital diplomacy I would argue with him and would state that this approach to understanding digital diplomacy based on idealistic model of construction international relations sphere. This position holds that a state should make its internal political philosophy the goal of its foreign policy which mostly coincides with liberal international relations theory, which is based on principles of 1.Rejection of power politics as the only possible outcome of international relations. Questions security/warfare principles of realism; 2. Accentuates mutual benefits and international cooperation; 3. Implements international organizations and nongovernmental actors for shaping state preferences and policy choices (Manor, 2015).

The way of usage of social media by Russia is not a ruining way of utilizing digital diplomacy tools. In my opinion it's the same Public diplomacy 2.0, but designed and developed from completely different ideological imperatives. For Russia or other 'great powers' social media is just supportive component to various other more influential foreign politic sources of influence. Russian foreign policy is based on "real politics' positions. That is why Russian Public diplomacy 2.0 more similar to propaganda messages.

Summarizing this subchapter we can admit that modern digital communication resources develop new opportunities and challenges for governments and other international actors. On the positive side, there is value in being able to communicate to broad public without the interposition of mass media. In addition to this is the advantage of being able to segment audiences and direct messages more precisely. In listening mode, digital diplomacy offers the prospect utilizing 'big data' resources in developing more effective policy.

The reverse side of the digital coin is that others are at least as skilled – usually more so – in utilizing digital platforms such as social media. If one problem for governments is gaining a voice in a growing welter of information flows, another concerns lies in the loss of control. The implicit promise of a considerable degree of governmental control over the projection and perception of its image was of course never delivered by consultants in reputation and brand management, and social media are now driving home the message that such control is a delusion.

3.2 Top-down structural exogenous shocks and bottom-up incremental endogenous shifting in diplomatic systems

Despite a significant influence on the nature and forms of public diplomacy which digital diplomacy occur, it also brings broader role in the management of international change. Marcus Holmes,

Assistant Professor of Government, College of William & Mary, Williamsburg, Virginia, USA., describe two types of change in the international system - top-down structural exogenous shocks and bottom-up incremental endogenous shifting.

Recent studies of the role of technology in diplomacy have tended to focus on the practice of information dissemination as a type of knowledge management. The conceptualization of knowledge management used here is a broad one, referring to the multi-disciplined strategy of capturing, developing and sharing in a way that helps to meet the organization's aims and objectives. From this perspective, knowledge management is not just about collecting, storing and analyzing data but rather controlling strategically what information is shared to the public, creating an important link between knowledge management and public diplomacy, as discussed below. This is viewed as a key benefit of ICTs and other information systems: at least potentially, the efficient handling of vast amounts of information (Hanson, F. 2012).

As it was mentioned in previous subchapter, from a public diplomacy perspective, then, the goal of utilizing ICTs, or digital diplomacy strategies, is the production, dissemination and maintenance of knowledge that helps to promote state interests. The advent of these technologies has fundamentally changed the ways a state can both engage and inform foreign audiences.

In the past a competent diplomat might have been able to reach hundreds and possibly thousands of individuals through external engagement. For International change management a rare few, it might have been possible to occasionally reach hundreds of thousands or millions of people via newspapers, radio and television, but that required going through gatekeepers.

Social media has changed this old dynamic. The State Department now effectively operates its own global media empire reaching more than eight million people directly through its 600 plus social media platforms (Hanson, F. 2012).

But, digital diplomacy is not just about dissemination information to foreign publics, it is also about effectively managing a specific type of change in the international system. By reducing digital diplomacy to public diplomacy, we effectively overshadow one of its most important functions.

Diplomacy is by definition a social phenomenon for change management which involves a kind of conduct between the actors, where each access the evolving power dynamics in the interaction to effectuate the engagement as a success, assess the aspirations of the 'other' in the contextual circumstance, judiciously interpret the limits to one's capacity to adapt to change and actively enlist the support of others in promoting or resisting change (Bjola, Holmes, 2015).

Publicity then would be a method as much as a social phenomenon, a method for change management, constituting of shifting modes of sending and receiving messages, which operates in each frame with a code of operation between the actors. This code would effectively execute the chain of action and reaction for two features built into it - It doesn't stand rigid but is shaped and reshaped under the influence of factors in the social structure calibrating the power flows in its mechanistic forms and the code is formulated in a dialectic of 'discursive consciousness', a dialogic practice where actors explicate their own interests and in turn come to know about the self through the interactions with the other and the collective.

In taking up the challenge of how this change occurs through practice, scholars have identified two distinct sources. The first is through the incremental change that occurs through alterations in daily practices over time. Incremental change is represented as a bottom-up process of individuals conducting competent performance of international politics in such a way that through both unreflective and reflective action changes occur in the international system. This is international change through quotidian policy-making, the everyday decisions of discourse, practice, exchanges, triviality, mistakes, slippage and so forth that at once reifies the existing order while subtly and slowly changes it at the margins (Neumann, 2012).

Importantly, this type of change is endogenous because it results from factors that are internal to the local system; identities, for example, are both created and transformed by systems that actors operate in (Wendt, 1999). With respect to international politics, incremental change can be found in the day-to-day developments that occur within and between polities, such as public mood, changes in emotion or affective states or even subtle changes in the discourse that surround a particular issue.

The second form of change occurs through significant changes to background conditions that make change in practices possible. These background conditions may change through exogenous shock, such as being exposed to "strange (unassimilable) and powerful (instrumentally and/or normatively costly)" events (Hopf, 2002). The end of the Cold War may indeed be the type of exogenous shock required to cause actors to reflect on current discourse and practice. Similarly, the Ukrainian crisis of 2014, with changing territorial lines and vacillating public policies away from the European Union towards Russia, represent another type of shock to Eastern Europe.

The transformation here would indicate a response to the change of the social milieu, and thus a new mode of interaction between the governed and the governing. Transitions incorporate new elements in assimilation, reshaping traditional diplomatic functions of representation, communication and

negotiation, which in turn alter the status of the diplomat and thus the institution of diplomacy (Hocking, Melissen, Riordan, Sharp, 2012). Thus by altering the conventional patterns of diplomatic interaction and introductory new meanings, perspectives and meanings of what counts as conflict and cooperation in global affairs and the transformation of status of the diplomats have tremendous influence on distribution of relations of power in the political structure. Thus we can conclusively see that the category of 'diplomacy' and 'diplomatic practices' as an element shaping the social structure emerge and transform not prior to actors' interactions but through engagements. In this mode of 'institutional digital diplomacy', political actors insert themselves into the 'digital culture' and adapt themselves to the 'social media age' thereby using the form represent, communicate and relate to the 'masses' in a transformed relation effectuating certain ends. Rather than looking at the conceptual genealogy of the term, we would understand the 'public sphere' and the 'public image' in the ways these concepts manifest in the social, representation process of 'digital diplomacy' and the dominance of this trend in being the most effective channel of influence between the political interest party and the 'public' (Saharia, 2014).

Thus, whereas incremental change is represented as a bottom-up process, exogenous shock change, on the other hand, is represented as top-down structural-level shifts that change the conditions and constraints under which individuals conduct those processes. Whereas quotidian change is a slow process, the latter occurs with more alacrity and drama. While difficult to define precisely, exogenous shocks International change management can be conceptualized as events that trigger agents to intersubjectively interpret them as requiring change (Widmaier, Blyth, Seabrooke, 2007). Critical to this understanding is that the shock is not necessarily just a material change but rather one of intersubjective ideational understanding.

At least two sources of change exist in the international system. Both incremental endogenous events and exogenous shocks have the ability to change structure, background conditions, habits, practices and so forth, and thus need to be actively understood and managed by states. Importantly, different sources of change require different diplomatic tools in order to be effectively managed. Incremental change is characterized by subtle and minute variations in quotidian practice that may be difficult to detect due to the vast amounts of data and information generated from daily political life that needs to be analyzed. The difficulty in managing incremental change, then, is on the "supply side": gathering and analyzing the data to supply knowledge creation is difficult. Exogenous shocks are more easily detected, when they occur, but managing them requires a challenge on the "demand side": major

changes to the international political structure demands significant attention to reputations, negotiations, shared understandings and relationship construction.

These divergent requirements – supplying of information for assessing and responding to incremental change, and demanding relationship care for exogenous shocks – imply that different diplomatic tools will be more or less beneficial depending on the type of change being managed. As scholars in information systems and computer-mediated communication have demonstrated, technologies such as Web 2.0 social media platforms and virtual collaboration excel at data gathering and analysis though they do not fare as well when it comes to understanding and predicting intentions, managing relationships, reducing uncertainty and so forth.

Psychology and neuroscience findings suggest that states manage these processes differently because each type of change requires different responses. Exogenous shocks need relationship building and intention understanding, activities that are most efficiently conducted in face-to-face personal interactions. Endogenous shifts require the ability to synthesize and analyze large amounts of data in order to determine changing trends, activities that are most efficiently conducted with digital technology. Digital Diplomacy represents the latter set of activities - collecting and analyzing of data from foreign publics that grows through listening to reason on the ground. It means that digital diplomacy should be considered as a method of managing change, particularly the small types of changes that would be difficult to detect with the human eye. Critically, the existence of digital diplomacy does not imply that traditional face-to-face diplomacy is no longer necessary; indeed, quite the opposite. Traditional and digital diplomacy co-exist and complement, rather than compete with, each other. Therefore, in the end, digital diplomacy is a particular type of diplomacy, the value of which is derived from the ability of digital tools to identify, and respond to, small endogenous incremental changes in the international system.

3.3. Traditional and digital diplomacy coexistence and complementation.

The disruptive social, political, economic and cultural changes that information networks have unleashed demand a thoughtful rethinking of diplomacy. This does not mean replacing negotiations with exchanges of tweets, but complementing traditional foreign policy methods with new tools that fully leverage the interconnected world in which we all live.

Diplomacy has always had to adapt to changes. This time, however, the challenge is extremely demanding because embracing social media requires governments to review their traditional one-way

communication style, build an open dialogue with citizens worldwide and embrace bottom-up ideas. The most valuable aspect of social media is not just the opportunity to reach new audiences and disseminate targeted messages more effectively, but the ability to increase mutual understanding between governments and citizens worldwide (Deruda, 2015).

Digital diplomacy has established itself, over the last five years or so, as a kind of badge of tech honour for the forward-looking foreign ministry, an acknowledgement of the changing world around them. They dutifully post on Twitter, Instagram and Facebook, keeping their audiences in touch with their (offline) activities. That sound you can hear is that of a checklist being ticked.

The mass adoption of digital communications techniques by governments and their foreign ministries is, very definitely, a Good Thing. It adds to our understanding of the processes of governing and diplomacy; it's a significant shift towards greater transparency and therefore greater accountability. It's all good. But it's not diplomacy (Leach, 2015).

What are the relations between 'traditional' and 'digital diplomacy'? Digital diplomacy is a complement to traditional diplomacy because it can reach specific audiences in a more timely, relevant, and flexible way.

In fact, the fundamentals of public diplomacy can be found at the basis of digital diplomacy. It's equally important for the State Department to recognize a target audience, identify the appropriate medium of information and choose the correct information platform when presenting a public diplomacy initiative online as it is in person.

The true essence of digital diplomacy is flexibility. Digital diplomacy efforts can be enacted across different online platforms including official blogs, social media pages, and websites, with relative ease. However, the professional are those who show a demonstrated ability to differentiate between content type and online platform type. Many have not strengthened their online presence as much as they would like because they follow the common misconception that all digital platforms are created equal. While there is a place for official policy documents on official websites, social media pages are not the right place. Foreign ministries should post content that engages the local audiences and creates dialogue through videos, images, and text on social media networks (McCormic, 2015).

However, innovation in the digital diplomacy space cannot simply result in the recycling of old content. Innovation must be driven by entirely new forms of content that engage local populations in a personal manner.

To illustrate the way in which some of these issues play out in practice, here described the case related to simultaneous usage of online and offline diplomacy functions in different contexts.

On Tuesday, the 14th of July, Iran and the world powers announced they had reached an agreement regarding Iran's nuclear weapons program. What soon followed was a well-coordinated social media campaign in which each foreign ministry offered its framing of the agreement in terms of achievements and impact on world affairs. By focusing on the Israeli, Iranian and American social media campaigns.

Initially externally flawless consequence of events and statements were five stages campaign that enacted both traditional and digital diplomacy means.

The experience of the ongoing Iran nuclear talks fits most closely with traditional foreign policy. It focuses on the military security agenda and the processes surrounding the P5+1 negotiations which privilege confidentiality over transparency. The pattern of the Lausanne phase of the negotiations in March 2015 was marked by the usual practice of deadlines regularly missed, imminent departures and last minute 'breakthroughs'. The 600+ journalists accredited to the talks had limited access to the hotel where the negotiations were held. Digital technology made an appearance in the shape of secure videoconferencing between President Obama and the US negotiators.

Surprisingly, a key role was performed by a very traditional mode of communications technology: the mobile whiteboard. Under-secretary of State Wendy Sherman hit on the idea of the whiteboard as a means of illustrating what she called the 'Rubik's cube' of complexity comprising the negotiations. The whiteboard was wheeled around the negotiating rooms as she and John Kerry met Iranian Foreign Minister Zarif and his team. This had an advantage for the Iranians as it avoided paper documents which had to be taken back to Tehran. But it also showed its dangers when a US negotiator inadvertently used a permanent marker to write down classified calculations (Whiteboard diplomacy, 2015).

Whilst tweeting was a feature of the talks, the principal role for social media was in 'selling' the outcome of the negotiations to domestic audiences. The 2013 talks were also marked by Foreign Minister Zarif's embrace of social networks and the creation of a new website, Nuclearenergy.ir, which aimed at explaining the history and motives of Iran's nuclear programme. Zarif used social media platforms extensively on his return to Tehran – both to defend the deal at home and to 'frame' it from an Iranian perspective for an international audience. As one observer noted: 'Twitter diplomacy has helped President Rouhani maintain public support, bolstering his leadership image abroad. The contrast to his predecessor could not be starker' (Kabir, 2013).

Communication flows were distinctive and reflected the character of the issues and the range of actors and interests involved. In many senses, the Iran nuclear negotiations and the PSVI were poles apart. In the first case, the negotiations accorded with more traditional images of diplomacy: at the same time, digital diplomacy was present in the management of domestic constituencies and has been credited with symbolizing changes in the overall Iranian stance. With PSVI, communications through social media gradually permeated the DNA of the negotiations. The entire process of establishing the agenda and assembling and monitoring the networks of interests on which it rested demanded the use of digital resources.

Traditional forms of diplomacy still dominate, but 21st-century statecraft is not mere corporate rebranding — swapping tweets for broadcasts. It represents a shift in form and in strategy — a way to amplify traditional diplomatic efforts, develop tech-based policy solutions and encourage cyberactivism. Diplomacy may now include such open-ended efforts as the short-message-service (S.M.S.) social-networking program the State Department set up in Pakistan last fall (Lichtenstein, 2010).

Diplomacy is here to stay, and moreover, it will grow in importance in the interdependent world. The future of diplomats and diplomatic services is less certain. They will have more and more competition in practising diplomacy by non-governmental actors, journalists, and the business sector, to name a few.

3.4. Digital diplomacy impact on "secret diplomacy."

The "Snowden disclosures" is at best a monumental case in history, as far as whistle-blowing goes. The "leaks" have made a resounding ripple over the already chaotic waters of relations between and among states. For instance, it has strained even further, the relations of US, China and Russia.

The Snowden case has proven, the part in which "diplomacy shall proceed always in frankly and in the public view" remains to be a daunting task for diplomacy to carry out. The big question now is how to draw the clear line between secrecy and transparency in practicing diplomacy.

From these cutting remarks on diplomacy, it is important to underline two major points: Firstly, globalization of real-time information allowed by digital technologies challenges the processing of this information, especially for journalists and diplomats. Alternatively, procedures of these jobs are also changing, especially to guarantee data security, integrity and accessibility in a connected world. It is challenging to preserve diplomatic secrets in a rising context of cyber-warfare and cyber-attacks that are not only mandated by foreign powers, but also by citizens with computerized techniques as – if not more

– advanced than governmental infrastructures. Governments now face a crucial dilemma: mixing together the increasing demand for transparency in the public debate and a reasonable level of security requires adapted policies, technological means and political philosophy to determine who should process and validate information that could possibly shed light on public debate (Leray, 2015).

In article *The Ethics of Secret Diplomacy* by Oxford University scholar Corneliu Bjola attempts to illustrate the ethical boundaries of secret diplomacy such as the one exhibited in Switzerland which left the public ignorant of unfolding events. Bjola finds that there are several instances in which secret diplomacy remains the preferred course of action for governments. First is that secret diplomacy may unlock peace negotiations as it secludes leaders and creates a constructive environment for negotiations. Such was the case with the peace accord between Israel and Palestine first discussed in a remote location outside the city of Oslo (Bjola, Holmes, 2015).

Secondly, Bjola asserts that secret diplomacy may be constructive for normalizing relationships between former adversaries. Normalization of relations between adversaries requires substantial political capital and leaders may shun away from wasting such capital without certain assurances. It is fair to assume that secret diplomacy was well underway when President Obama announced his intent to re-establish ties with Cuba. Finally, secret diplomacy may help prevent dangerous escalations. A government that has announced its intent to use force cannot easily alter its course of action and may thus require secret diplomacy to peacefully diffuse a situation (Bjola, Holmes, 2015).

There are also arguments against secret diplomacy. These include the fact that secrecy perpetuates suspicion and mistrust between nations, that secret diplomacy goes against some of the fundamental principles of democratic rule as the public is left out of the decision making process and that secret diplomacy may be impractical given advancements in communication technologies. In the age of social media we must add to these the expectations of social media followers to receive pertinent information on events as they unfold.

There is no easy way of determining whether the use of secret diplomacy is legitimate or not. Rather, one must attempt to analyze specific situations and events and assess whether the use of secrecy was truly necessary. In my opinion, the secret negotiations with Iran seem to adhere to three of Bjola's arguments in favor of secret diplomacy (Bjola, Holmes, 2015).

First, the secrecy of the negotiations between Iran and the world powers may have helped bring about a peaceful solution to the Iranian crisis. World leaders participating in the conference were secluded from public opinion, political pressure and were also able to avoid the pitfalls of grandstanding and

saving face. Secondly, these negotiations saw high ranking US and Iranian officials sitting directly opposite one another. As such, they were but one step in the larger process of normalizing relations between Iran and the US. Third, the negotiations in Lausanne were meant to enable the US to abandon the military option against Iran to which it remained committed over the past few years. As such, the meetings in Switzerland served to deescalate a volatile situation and enabled both sides to seek a course of action that did not include a violent confrontation.

Finally, it is important to remember that once the sides had reached an agreement on the framework it was immediately published by the participating MFAs. Currently, anyone can read the agreement and its various articles on the US State Department's website. It is this sharing of information that holds true to the values of web 2.0, that meets the expectations of social media followers, that enables a global constituency to voice its opinion and criticize the agreement and that sets these negotiations apart from those that characterized diplomacy at the beginning of the 20th Century.

Paul Sharp, Professor and Head of Political Science at University of Minnesota investigating the way in which technologies and the emergence of e-diplomacy have had significant impact on what is known as "secret diplomacy." Sharp delineated three discrete forms of secret diplomacy. Strategic secrecy refers to the concealment of major agreements and commitments (Sharp, 2009).

Operational secrecy refers to the concealment of diplomatic negotiations, relations between diplomats, and information of interest to diplomats. Digital diplomacy is mainly applicative in nature and is particularly useful in working with foreign audiences in matters of relaying the official position and building up the image of the state. It is important to understand that it is unlikely to ever replace diplomacy in its conventional sense. Closed talks will remain closed. However digital diplomacy is capable of explaining why a certain decision was made, what results it will give, how it will influence the foreign policy process, i.e. of opening public access to the results of conventional diplomacy.

Official secrecy refers to "known unknowns," things that are known but are treated as if they are unknown.

Firstly, the impact of the digital age on secret diplomacy is considered as negligible. According to Sharp it is almost not possible to imagine a secret treaty existing today, given the information accessible to wide networks of people. Secondly, the impact of digitization on secrecy and discretion in the everyday work of diplomats is considerable but manageable. Attitudes regarding secrecy are changing. As Sharp notes, in day-to-day diplomacy there is a larger tolerance for individuals to speak out and say things, even when they make mistakes. Diplomats are spending less time guarding their secrets. Third, the impact

of the digital revolution on the distinctions made between what is known and what is secret is considerable and empowering for diplomats, although not necessarily in ways we should like (Sharp, 2009).

Summarizing all above, there are two sides that justify and at the same time denigrate the practice of both secret and open diplomacy. First, it is revealed how secret negotiations (i.e. US-Iran nuclear deal) can establish mutual confidence between leaders of governments and provide them with the avenue to prevent grandstanding, as opposed to negotiations monitored by the media in which they can improve their reputation while in the eyes of the public. At the same, these highly classified types of meetings between leaders, ambassadors, diplomats or other high-ranking officials can also be detrimental in that these state officials could be working against the interest of the government they represent. Second, practicing diplomacy covertly can provide or prevent the escalation of certain issues which again is double-edged. Seeing that a single leak can cause large disruptions to the reputation of a government.

This ‘opening up of diplomacy’ underscores the key problem of balancing the requirements of confidentiality in negotiations with the growing demands for transparency. One response to this tension is to argue that new technologies such as social media do not replace conventional forms of diplomacy.

Diplomacy, even in the digital age, will never be fully transparent. As Woodrow Wilson stated "no private international understandings of any kind but diplomacy shall proceed always frankly and in the public view".

3.5. Digitalization of consular services and crisis management

The possibilities offered by new technologies, the expansion of the tourism industry, including very exotic regions, cross-border movement of labor, more and more frequent occurrence of extreme situations - increase the demands on consular institutions.

Moreover, the cross-border effect of ICT modified the relation between distance and time. Issues and conflicts at distance are brought to global public attention, the focus being on rapidity, mass media geopolitics, and commercial preferences and cultural imperatives. All these shaped the working manner of diplomatic services as the organizational structure of the ministries of foreign affairs was changed, the daily work was optimized through digital communication tools, the correspondence became easier and the consular services started to be offered online (Westcott, N. 2008).

Consular direction in the diplomatic service requires large financial resources, equipped with the latest technologies, qualified personnel, the ability to cope with emerging challenges.

Consular Work directly dealing with citizens' requests. It is enough to mention the role of consulates in emergencies. In these cases, it is not only the use of high-tech achievements, but also the human factor, demonstrating empathy and understanding. Obviously, consulates, first of all, you must have a website that allows you to provide Internet services for citizens traveling and has sufficient mobile applications.

The consular diplomacy challenge is the most pressing one, with citizens demanding the speedy delivery of government services meeting both the technological standard set by society and the human touch.

In this sense the most service oriented type of contemporary diplomacy is consular services and crisis management, which require the deployment of skills and resources that span domestic and international environments.

In terms of the number of staff, consular departments are the largest sector within many if not most foreign ministries. In a 2013 survey of consular officials commissioned by the Global Consular Forum (GCF), an informal conference of foreign ministries, George Haynal, Michael Welsh and Mikayla Wicks sum up the challenge as "More" defines the consular landscape: more travelers, more overseas workers, more scrutiny, more complex case work, more emergencies, more exotic locations, and more expectations of a timely and personalized service. Technology is a major new factor, empowering governments, but also energizing clients more (Haynal, Welsh, 2013).

Consular officers should go to social networks, to be able to send message of people who find themselves in a crisis situation. Finally, implement Internet connection with business representatives.

During the devastating earthquake in Nepal in the spring of 2015 the government used Twitter to communicate with their compatriots, and has appeared in Google the site «Person Finder» (people search), designed to assist people in finding, re living natural or humanitarian disaster (Person Finder). It is extremely important in such cases to ensure no one-way (from the consulate to the citizen), and interactive means of communication.

It should be noted that compared to the past today's consular work has acquired new features. Previously, there were significant differences between the tasks of a diplomat and consular employee. Today, the work in the consular sector becomes part of the activities of the Ministry and its overseas missions in the field of economic diplomacy, public diplomacy and development assistance. Poor performing their functions, consular officers may harm the overall development of the relations of his

country with another states. The importance of consular activity is recognized by public opinion, parliaments, politicians and the media.

The need for timely introduce the latest achievements in the field of high technologies is evident in consular work. It is no accident the Consular Department of the Foreign Ministry have a large staff, and are often the largest departments of the Ministry. At the same time requires a great outreach with the citizens, urging them to increase personal responsibility, awareness of risks and dangerous enterprises. On consular staff meetings, repeatedly stressed that consular assistance should be a last resort to anything in complex cases, and not the first. Consular departments should explain that people often do not realize that they buy insurance often does not cover the costs incurred, such as for health care, or does not match the value of the canceled flight. Perhaps the government should think about effective public-private partnership in these matters, because many corporations have much greater resources in distant countries and be able to help citizens arriving there. This requires changes in national legislation. Sometimes considered and the possibility of assistance from the consulates of non-governmental organizations. Diaspora Organizations are well able to take on a number of consular functions, for example, in times of crisis, when the need to register tourists and their advice. NGO representatives may attend fallen compatriots conclusion.

With the instability of the situation in the international arena, consulates problem becomes even more complex. In the face of ever more technologically equipped citizens the ability of governments to act in crisis situations and to respond to the demands of support his countrymen becomes a kind of test, revealing the effectiveness of diplomacy. With that face both small and densely populated country. For example, the British Foreign Office each year faced with more than a million requests for consular affairs, and on 17 000 required considerable support consulates (Foreign & Commonwealth Office). From little more than a third of Norway five million people every year, is sent abroad (Starr, 2013). In countries such as India, Indonesia, the amount provided their consular services increases many times.

Keeping up with technological progress is expensive. In conditions crisis, financing is often reduced, while the citizens' needs grow. Important role began to play a social network. They placed the necessary information, and they are indispensable in emergency situations. As the official websites of consular department and the consulates, as well as in social networks citizens warn of pending them in a particular country dangers diplomatic service put citizens aware also of the possibilities within the use of consular services.

Often on TV channels show a special documentary film about the work of consulates. Communication with citizens is also carried out through smartphones. The most advanced countries in this respect, focus their consulates in the single most important country for them. Developed and these futuristic scenarios, when the search of the lost property will be carried out with the help of GPS. At the same time, along with the use of high technology, the time needed conversation face to face with a consular officer.

In the development of high technology expands possibilities of public private partnership and will be prompted to consulates by the private sector.

Using cheap ties with consulates on google or through social networks (eg, LinkedIn) provides business an attractive opportunity. In order to establish such relationships sometimes foreign ministries lack qualified staff able to carry out non-stop management, distinguishing consular work from the usual diplomatic activity.

MFAs see quick-wins for digitalization in the area of generic travel information as well as more tailor-made customer advice. The short-term consular solution is to have a good website, offer automated services for travelling citizens and make use of social networking sites in emergencies and crisis situations. In Australia, the Department of Foreign Affairs and Trade (DFAT) has developed its Smartraveller website on which it posts travel updates and revisions to travel advisories for 169 overseas destinations. In Finland, the MFA has created 'The World Surprises' map service which enables travellers to share travel experiences and to access MFA information on travel destinations (MFA of Finland). One of the aims of these developments is to sensitise the travelling public to possible dangers, but also to establish reasonable expectations as to what consular support people can receive overseas. In both the UK and Australia, this message has been reinforced through television documentaries ('The Embassy' on the Nine Network in Australia) that are focusing on consular work in embassies (Hocking, Melissen, 2013).

A growing number of governments now offer 24/7 services and communicates via more traditional channels such as call centres and social networking sites like Twitter, Facebook and YouTube. Direct communication with citizens-turned-customers is now centred on the various options offered by smartphones. Mexico is one of the leading countries servicing its citizens with a sophisticated travel App – the Mexican Secretaría has fifty consulates in one single country, the United States – whilst others are investing in online wizards offering advice varying from passport enquiries to traveling with children and emergency services (Hocking, Melissen, 2013).

Blue sky thinking on consular services aided by developments in the field of big data includes future or futuristic scenarios with not only people but also their belongings being tracked down by means of GPS tracking. But with the current pace of technological change, predicting future developments is almost impossible.

Among the multiple digital challenges, it is worth noting two concerning communication and a third one indicative of the trend towards more collaborative diplomacy, mentioned in the report of a 2013 Wilton Park (UK) practitioners' conference on trends in consular practice. The first one is that of citizens' expectations regarding quick solutions and the ability to maximize the use of technology in providing consular services whilst providing face-to-face assistance when required. Here we see the repetition of a familiar theme, the trade-off between 'online' and 'offline' affecting a range of other areas of diplomacy in the digital age. Next, consular officers expect that citizens will want to communicate with government representatives in the social media (Wilton Park, 2014). We can already observe governments using for example Twitter in the case of natural disasters and other emergencies, but the other side of the coin is that individual consular officers helping people in distress are understandably reluctant to reveal their identity by using personal social media accounts in the line of duty. Broadly speaking, as the 2013 conference report states: "The challenge for MFAs is to move from a static 'registry' approach, to interactive, information on demand, flash organization and crowd-sourced intelligence. Structuring mobile applications that encourage people to add value to the applications as they use them can provide mutual benefits to the owners and the users of information. Two-way communication via social media enables MFAs to receive citizen innovations and insights and raise citizens' awareness of travel warnings, particularly in crisis (Wilton Park, 2013)."

Another area of consular innovation is that of public-private partnerships. Earlier in this report we already mentioned the scope for collaboration with the private sector in the field of digital diplomacy. Starting from straightforward collaborative arrangements with mobile phone providers to using free or cheap services of internet giants such as Google and social networks like LinkedIn, it is clear that the private sector also sees business opportunities in consular diplomacy. The protection of citizens abroad requires ICT systems that exceed the capacities of small technological players like foreign ministries; they call for a degree digital literacy that cannot yet be taken for granted within many MFAs, and they require a round-the-clock sophisticated consular management operation that is very different from other fields of diplomatic activity. There are also ethical considerations, privacy concerns and a range of other issues that come with the digitalization of consular diplomacy. That reminds us of the wider societal

dimensions and multiple effects of technological change on diplomacy – which has always been and will remain a social institution.

Among the main lessons drawn from the crisis situations were that the government cannot afford not to adapt to ongoing changes, and that internal priorities need to reflect public expectations. Thus, attitudes changed. Consular work, which to some extent had been internally overlooked, now in many ways became the priority. The realization hit home that trust and legitimacy are linked to capacity of communication and action; that is, doing.

3.6. State of Ukrainian national diplomatic system. On the way to reforms.

This subchapter addressed the situation that has arisen after the revolutionary events of 2014 and a Russian aggression in the context of the main directions of reforming the Ministry of Foreign Affairs of Ukraine in the new international environment.

Late last year, the structure of Ukrainian Ministry of Foreign Affairs, a new direction of public policy - public diplomacy. Appropriate management held by internal personnel system upgrades MFA. Now, the strategy of cultural promotion and public brand management Ukraine meets separate team of diplomats, most of which were domestic selection ministry.

The new vision of the MFA of the public sector has become an equal partner in national policy-making of the new social partnership. To this end, over 2015 volunteer team of reformers established several pilot initiatives (Dypkultklub, #MyUkraineis), with start of project management mechanisms and horizontal communication.

The newly created Department public diplomacy consists of three divisions: Division of cultural diplomacy, love of fashion projects and media relations department. Each of them is five people total - 17 staff positions, including head of administration and secretary. Staffing was held by the competition within the system of the MFA (it involved employees of the ministry and those who work abroad) (Пересунько, 2015).

After lengthy consultations with international experts, it was decided that the foundation of that public diplomacy should be triad of key practices: culture, image media.

The new department name ("communication media") means a new feature: fashion department projects and cultural diplomacy generate content that employees of the press service have to communicate to the media in the broadest sense - to leak information to online platforms, opinion leaders, social networks media. That department will generate an informational content.

Accordingly, the main upgrade is to introduce a model of project management in generation and distribution channels agency Ukrainian cultural product in the world.

The key to the planned policy of cultural diplomacy - synergy and horizontal interaction. Therefore, the relevant department should be moderated find organizational resources for independent projects and delegate Professionals creation and promotion of Ukrainian culture brands in the world.

Priority geographical areas of public diplomacy as interactions Ukrainian Government policies with community groups, foreign countries will become EU, US and Canada. The philosophy of this approach - "patron; desire to be ambitious but realistic".

Ukrainian politicians, ministries and other official institutions began active on Twitter.

Most current protests taking place via social media, including Twitter is the most mobile and compact instrument. After the Revolution of dignity, the number of Twitter audience in Ukraine has almost doubled.

These trends have affected the active involvement of Ukraine to digital diplomacy. At a time when Twitter is the primary source of information, there are official twitter accounts, President of Ukraine, Prime Minister, Presidential Administration, Ministry of Foreign Affairs, the Cabinet, the Minister of Foreign Affairs of Ukraine.

The phenomenon when politicians use modern tools such as Twitter and thus inform about events in real time and react to what is happening now, is called "twitter-diplomacy".

After creating a Twitter account, the first of Ukraine, appeared on Twitter "representation" of almost all ministries, active policies also start different levels and in Ukraine Embassy officials around the world.

As of January 2015 the number of Ukrainian Twitter users exceeded 2 million. For official statistics "Twitter", there are about 288 mln users. However, there is a difference between those who write and those who read news from twitter feeds, mainly because the latter is classified as inactive

According to the study, twitter diplomacy 2014, $\frac{2}{3}$ world politicians, heads of state and government have profile on Twitter (Chimbelu, 2014).

Since Ukraine for a long time is in the world news, discussion of Ukrainian topic has become common among third countries officials' Twitter. For example, former Swedish Foreign Minister Carl Bildt said in my profile that scary to hear how the Russian Foreign Ministry official account says about the coup attempt and the need for anti-terrorist operations in Ukraine. On the Russian Foreign Ministry

on Twitter asked the exact quote where Russia says of anti-terrorist action. The answer was: "I agree. It was an unofficial statement. But the coup attempt was".

Another interesting case is also related to the Russian Foreign Ministry. @CanadaNATO Account of events during the occupation of Crimea did tweet the map of Russia and Ukraine (@CanadaNATO), marking the boundaries of the relevant countries. On the next day the official account of the Ministry of Foreign Affairs of Russia gave the card back, where the Crimea was designated as an area of (@natomission_ru).

Social media is now a platform for the creation diplomacy. Among all the tools twitter is that works in real time. Accordingly, for politicians - a unique opportunity to interact and share ideas among tviteryan who are not citizens of their countries, but also foreigners. There is also the opportunity to openly interact online with politicians in other countries and ranks.

Over the past year the Ministry has increased its online activity, currently about 100 diplomatic missions of Ukraine abroad are social networks Facebook and Twitter. According to the online resource Twiplomacy Twitter-Account Foreign Ministry is the fifth activity among world leaders (Twiplomacy). Pavlo Klimkin conducted the first ever Ukrainian civil service conducted a twitter interview and meeting with Twitter-followers.

Currently, information on MFA accounts is updated in social networks: from the home page of the Ministry immediately and everyone can go to MFA's pages in Twitter, Facebook, Google+, VKontakte, YouTube, Storify, Medium, WordPress, Blogger, Instagram and Vine (MFA of Ukraine). Table with aggregated data was created where displayed online presence of the Ministry, staff and foreign diplomatic missions. Now everyone easily and quickly can find social media of any embassy, consulate or representative in the international organization.

In general, we can conclude that in the last two years of the MFA of Ukraine carried out steps to increase the digital presence on the Internet, however the nature of implementation tools of digital diplomacy limited use of social media only as the promotion of cultural brand Ukraine and the instrument through which the resistance in the information war with Russia.

It should be noted that digital technology does not use in crisis management and consular services. Also, there is a tendency that the number of new accounts is not transformed into quality. For example, the Facebook page of the Embassy of Ukraine in Estonia at the beginning of May, the last post published December 7, 2016, Ambassador of Ukraine and the page does not have any public posts since its

inception. Thus, there is an issue about digital literacy, initiative and leadership among the authorized representatives of Ukraine abroad. Most experienced diplomats seriously perceive social media as an effective tool in carrying out their daily diplomatic activities.

3.7 Introduction of new technologies and tools in training programs

As with earlier technologies, digital forms of communication will go through phases of scepticism and hype, gradual acceptance and incorporation into diplomatic life. In the process, some diplomats will find their egos inflated. Social media allow them to step outside the twilight world imposed by norms of diplomatic behaviour and become feted 'twiplomats'. The more prosaic reality is however that diplomats, like other people, are still finding their feet in the social media, and a number of MFAs have therefore started offering social media training courses.

Variance in embassy level digital diplomacy is one of the major challenges facing MFAs looking to fully reap the benefits of digital diplomacy. In the past, it was suggested that digital diplomacy training is an effective way to overcome this hurdle and indeed many MFAs now train diplomats in the use of social media.

However, such training also has many shortcomings as the people managing embassy level digital diplomacy vary from place to place. In some embassies social media is managed by a trained diplomat while in other embassies it may be in the hands of a local employee or even the life partner of a trained diplomat. Moreover, social media managers only perform this task for short durations of time. Finally, one has to take into account that social media training is costly and necessitates a commitment of resources.

Traian Hristea, Head of Delegation of the European Union to Armenia, "Support to Capacity and Institution Building of the Diplomatic School in Armenia", noted the importance of both theory and practice in the training of diplomats, from understanding how social media, for example, interacts with the core functions of diplomacy, to practical training in how to use the tools effectively. In particular Hristea identified five areas of increasing importance to the EU with respect to digital diplomacy: 1) informing local and global constituencies about what is occurring within the EU and how it relates to them; 2) citizen outreach and communication; 3) the development of crisis communication tools; 4) building EU member state presence abroad; and, 5) promoting consular services through digital tools (Digital Diplomacy, 2015).

Ilan Manor depicts four pillars on which should be based effective trainings embassy level digital diplomacy managers (Manor, 2016).

Mapping embassy digital diplomacy managers

The first stage requires that MFAs map embassy level digital diplomacy managers and create general profiles. He identifies four types of digital diplomacy actors: the reluctant Ambassador, the life partner, the trained diplomat and the local employee. Each one of these tends to view social media, and practice it, very differently.

The reluctant ambassador is usually one who has been told that his embassy must be active online yet he himself has never engaged with the online world. In some cases he may be risk averse while in other cases he may simply have more faith in traditional forms of diplomacy such as lectures and face to face engagement. In both cases, however, his reluctance is translated into low levels of social media use in his embassy.

The life partner has arrived at the embassy following his or her spouse. Among many other responsibilities, he/she has been tasked with managing social media accounts. Often they have no experience in social media or media relations and are thus quite reluctant to dedicate much time and effort to this task.

The trained diplomat that has been tasked with social media is usually a press attaché. This in itself may be problematic as press attachés rely more on traditional media channels and conversing with journalist than on social media and conversing with the local population. Finally there is the local employee whose view on social media may vary greatly from person to person.

Yet perhaps the most important question relating to embassy social media managers is what age are they? Those below 32 are considered to be digital natives. These will most likely learn to swim in whatever technological waters they are thrown into. Those above 32 are digital immigrants who may find it difficult to acquire the skill necessary to tweets, post or snapchat on their own.

By mapping digital diplomacy managers, an MFA may be able to classify them into distinct groups and then assess the strengths and weaknesses of each group.

Define core capabilities

In this stage, the MFA must define the core capabilities that anyone managing social media must possess. These capabilities can relate to both skills and perceptions. For instance, a core skill of a social media manager may be the ability to publish a tweet or use a hashtag. A core perception is to understand fully how social media may be leveraged by a diplomat, an embassy and an MFA to achieve certain

goals. For instance, press attaché’s need to realize the importance of conversing with online publics while ambassadors need to comprehend how social media campaigns can be integrated into advocacy efforts.

These core capabilities must be developed among all those managing social media. However, other skills and capabilities may be quite dependent on who the social media manager is. Rather than turn all social media managers into online whizzes, a process that will take years and will only be effective for a few years, MFAs should tailor training programs to each group identified above. Thus, MFAs should abandon the notion of training seminars in which one size fits all. In addition, MFAs should use the above mentioned groups to prioritize their work vis-à-vis embassies. Tailored Training and MFA Priorities

Below is an example of how an MFA can tailor its training to the person managing social media at the embassy level. A core question in each instance relates to digital nativity as natives are more likely to explore new technologies and master them on their own.

Among ambassadors, the emphasis is on making them understand the manner in which digital diplomacy complements traditional diplomacy. Among press attachés the emphasis is on recognizing the manner in which digital diplomacy can set the media’s agenda and the importance of conversing with local populations while among local employees the focus is on tailoring.

Table 1. Personal approach to towards conduction digital diplomacy trainings

Group	Strengths	Weaknesses	Training goals	MFA priorities
Reluctant Ambassador	Veteran diplomat. Know how to explain complex foreign policy issues. Comfortable with responding to criticism against his country’s actions/policies	Unsure about migrating online or does not see potential of digital diplomacy w achieving diplomatic goals, his attitude dictates scope of embassy social media activity	Will come to recognize the manner which digital diplomacy can complement traditional diplomacy. He will not manage social media but will promote its use in his embassy and win dedicate time to the issue (e.g..Q&A) If digital Immigrant-core capabilities If digital native-advanced	It digital immigrant-focus on encouraging ambassador to partake in Q&A sessions where he can explain policies and respond to criticism. Encourage ambassador to answer questions posted by followers on regular basis (e.g., once a month) if digital native- Evaluate social media activity periodical

			capabilities. As native, may use what he learns to become active online himself or will take active leadership of digital diplomacy at his embassy	
Life Partner		No experience in social media, no experience in engagement with foreign populations, no media experience	In both cases-Core capable only	In both cases- Provide such embassies with constant supply of social media content, links to relevant content, data, figures and information about important events
Trained diplomat/ attache	Experienced in working alongside journalist* and new organizations. Knows how to phrase messages and policy briefs. Knows who to reduce complexity of foreign policy issues	May have more faith in traditional working routines, conversing with journalists in person, building offline ties with news organisations. Thus, may fail to recognise importance of engaging with regular people (i.e.. the local population)	Will come to recognize manner in which social media can set media agenda and importance of dialogue with followers If digital immigrant core capabilities only If digital native Advanced capabilities	If digital immigrant- Provide such embassies with constant supply of social media content, links to relevant content, data, figures and information about important events If digital native- Provide content and remote training for 6 months. Then evaluate social media activity periodically
local employee	Familiar with local culture and language. Can tutor MFA content to the values and unique characteristics of the local population	No experience In social media, no experience in engagement with foreign populations, no media experience	Emphasis on tailoring and increasing relevance of content to social media followers If digital immigrant Core capabilities If digital native-	If digital immigrant- Provide such embassies with constant supply of social media content. Links to relevant content, data, figures and information about important events If digital native- Provide

			Advanced capabilities	content for and remote training for 6 months. Then evaluate social media activity periodically
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here is only one group in which digital nativity does not matter- the life partner. These are individuals who have no experience in diplomacy, foreign policy, media or social media. Thus it is unlikely that they will ever come to be digital diplomacy whizzes. As such, MFAs need allocate most resources to supplying such embassies with content and monitoring their online activity (Manor, 2016).

Adding to conception of training management by Ilon Manor, every certain digital campaign goal is producing of "digital champions" - person which conquer internet public opinion by catchy and smart posts. For example active politicians in ‘twiplomacy’ such as Carl Bildt in Sweden and Indian Prime Minister Modi provide significant political support. Equally, the presence of active, or hyper-active, champions within the MFAs itself seems to be important.

Graham Lampa, Special Advisor for Digital Diplomacy at the Department of State, United States, began by noting that in order to succeed in digital technology, foreign ministries must focus on three distinct areas critical to the digital enterprise: organizational culture and structures, content, and technology & training. With respect to culture, Lampa argued that young diplomats tend to know that social media and digital diplomacy matter, but are unable to articulate why. Older diplomats, on the other hand, know that they need to engage in digital diplomacy but do not know how. Developing trust and understanding between these two groups is critical because it allows both sides to learn from each other and experience the freedom to take advantage of social media tools (Digital Diplomacy, 2015).

In Estonian MFA social media is done mainly by diplomats who are assisted and advised by the Department of Public Diplomacy and Media Relations. According to Director General, Department of Public Diplomacy and Media Relations at the Estonian Ministry of Foreign Affairs, Triinu Rajasalu, the MFA started to train diplomats about social media skills, especially before their posting abroad. The experience has been mostly positive. There has been doubts and there still are, but the organisation has understood the importance of social media and the need to be involved (Diplo, 2015).

The embassies are responsible for their own Facebook pages and other social media related activities. The headquarters assists and advises, if necessary. The headquarters also runs the collective

blog. Foreign Ministry is testing and analysing in the headquarters. Luckily, leading Estonian experts on social media have helped a lot in planning social media activities.

All in all, the practices suggest that there is still a great deal of reluctance regarding the use of social media among practitioners. Many diplomats, for example, appear to use Twitter predominantly for (very useful) purposes of information gathering. All this suggests that the mainstreaming of social media, let alone digital technologies in a more general sense, into diplomatic processes is going to be a long-term project. To be fair, the public diplomacy experience of the past 15 years or so directly addresses the issue of ‘mainstreaming’. From being a new niche area of diplomacy, Western governments now commonly see public diplomacy as an integral component of all facets of diplomatic activity, even though upgrading MFA and embassy practices remains an ongoing challenge.

3.8. Conditions of successful digital campaigns

3.8.1. Case study of introduction Polish digital campaign

Since October 2009, Polish diplomacy started to tweet using the @PolandMFA account. Nowadays, Poland utilize two official accounts of the Polish Ministry of Foreign Affairs: in English (@PolandMFA) and Polish (@MSZ_RP). Since 2012 over 150 Polish embassies, consulates, permanent representations, Polish Institutes around the world, almost all Polish deputy ministers of foreign affairs, the press spokesman, and a number of ambassadors and MFA officials have active Twitter accounts (@PolandMFA). There also was launched an official consular Twitter account @PolakZaGranica and an official account @Polska, that promotes Poland and provides news feeds from the Polska.pl website. This extensive social media network of the Ministry of Foreign Affairs is overseen by the Digital Communication Division of the Press Office.

Polish digital team in the MFA headquarters consists of eight people at the Digital Communication Division and the Promotional Websites Unit. The team is supported by other staff members of the MFA Press Office that tweet official information published by the MFA and live-tweet important events such as the annual policy address of the head of Polish diplomacy in the Polish parliament. The digital diplomacy campaign consists of local editors at each Polish diplomatic post, i.e. those responsible for digital communication—internet websites (340 in 45 languages) and social media. The editors are trained by the Press Office’s digital team before leaving for diplomatic posts. Thus, a total of over 300 people are involved in Polish digital diplomacy, including local editors. In 2015, was started the work for preparation the group of a dozen or so digital leaders.

At the same time MFA continues development of MFA websites as well as a presence on social media. Irrespective of the medium, effective digital communication is primarily based on the content that the audience finds attractive.

Social media campaigns held together with Polish diplomatic missions, such as the #MyPolska campaign to celebrate Independence Day, led to hundreds of fabulous selfies taken all over the world in places associated with Poland. Digital team of Polish MFA develops iPolak, a consular app that enables Polish citizens to travel safely and, if necessary, contact Polish diplomatic posts. Polska.pl won Mobile Trends Awards in the mobile website category. For a few years we have been leading the Twiplomacy ranking in the "Best Connected World Leaders" category.

Another important achievement is the creation of a vibrant social network comprising Polish diplomatic posts, and making digital diplomacy one of important tools employed by the Polish Ministry of Foreign Affairs. Particular attention is drawn to the training of Polish diplomats in digital communication. Since 2012 have been trained over 300 people in this field (Skieterska, 2015).

3.8.2. Case study "E-cons" - Romanian digital platform for provision consular services

The Romanian presence abroad has been constantly growing during the past few years. In this context, the Ministry of Foreign Affairs has been faced with a constant increase in the number of consular services requested by Romanian nationals abroad, having to operate within the limits of a tight budget, which reduced the possibility of hiring additional staff or of opening new professional consular offices.

Taking into account the objective circumstances that the consular network needs to deal with at present, the Consular Department within the Ministry of Foreign Affairs initiated a comprehensive campaign to modernize and adapt consular instruments, so they may meet the present-day requirements and challenges. Both the modernization and the rethinking of consular activities are aimed at improving all the structural components within the Consular Department. In order to serve the growing number of Romanian nationals abroad, but also to increase the efficiency of consular activity, in 2015 the Ministry of Foreign Affairs of Romania implemented pro-active promotional programs and projects for assistance and protection of Romanian citizens abroad. The E-Cons platform integrates several electronic systems used in the consular domain. The electronic systems that will be included in the E-Cons platform are:

- The Electronic System for the Integrated Management of Services for Romanian Nationals ;
- The Visa Application Portal - E-Visa;
- The National Visa Information System – NVIS;

- The Integrated Electronic Management System for Travel Documents – E-Pass;
- Contact and Support Center for Romanian Nationals Abroad – CSCRNA (MFA of Romania, E-Cons, 2014).

Electronic System for Integrated Management of Services for Romanian Nationals (ESIMSRN)

This modern electronic system will enable Romanian nationals to access consular information with the possibility to interact with the Ministry of Foreign Affairs staff, digitally send requests, As a consequence, all consular service requests are received and answered electronically (other than visa and travel document applications – passports and temporary travel identity documents). ESIMSRN includes a scheduling component of consular request services. For Romanian

The National Visa Information System (NVIS)

NVIS is compatible with the central European visa information system, the Central Visa Information System (C.VIS).

NVIS and the equipment related to the system were installed in all Romania's diplomatic missions and consular offices abroad.

The E-Visa Portal was created in order to render the Romanian visa application procedure more accessible to foreign nationals who wish to travel to Romania. The main goal of this portal implementation is to give the foreign nationals of any state the possibility to request a Romanian visa online, without discrimination, from any computer connected to internet, through <http://evisa.mae.ro>.

The Visa Application Portal (E-Viza) and The Integrated Electronic Management System for Travel Documents (E-Pass)

At present this system fully covers the activity related to passports (diplomatic passports, official passports, simple electronic passports, and simple temporary passports) and to temporary travel documents, which is carried out by the Ministry of Foreign Affairs/the Consular Department and the diplomatic missions and consular offices. Using the E-Pass system both in diplomatic missions and in consular offices, and within the Consular Department/ the National Center for Diplomatic Passports and Work Passports brought countless advantages for Romanian nationals who request the issuance of travel documents.

Contact and Support Center for Romanian Nationals Abroad (- Call Center)

CSCRNA was created by the Ministry of Foreign Affairs to provide consular information to individuals outside Romania. At present the Center is a pilot project, in the testing phase, which precedes

the project's final implementation. The project's main goal is to gradually include in the system all Romanian diplomatic missions and consular offices abroad.

The Electronic Record of Documents (ERD)

ERD is a document monitoring system created to facilitate the handling of the huge volume of notifications received by the Consular Relations Department, both on an inter-institutional level and from applicants. The countless printed records have been replaced by an electronic version, thus adapting to the need to render record keeping more efficient to existent technology (MFA of Romania, E-Cons, 2014).

Thus, in developing all the above-mentioned systems, the Ministry of Foreign Affairs, through its Consular Department, aims to fulfill several goals, in order both to efficiently handle an ever increasing workload of consular services, and to use the available electronic means for communication and processing, adequate to the priority of enhancing consular service quality for Romanian nationals abroad. These components are made part of a proactive approach to consular work, against a dynamic background with rapidly unfolding developments and globalization trends.

3.8.3. Israeli case study of construction digital diplomacy networks.

This case study represents different foreign ministries use twitter as a source of information, following each other twitter account on the case Official account of Israeli MFA @IsraelMFA.

There are two main reasons why a ministry of foreign affairs (MFA) or a diplomat would follow peers on Twitter. The first is to gather important information. By following Israel's foreign ministry, the U.S. State Department may anticipate new Israeli foreign policy initiatives with regard to the Arab world. The more MFAs the State Department follows, the greater its ability to gather information from other countries. In addition, an MFA may use social media in order to disseminate information to the diplomatic milieu. The greater the number of foreign ministries that follow the U.S. State Department on Twitter, the greater its ability to disseminate foreign policy messages throughout this information network (Manor, 2015).

Israel's status as a diplomatic hub is exemplified by the fact that there are currently more than eighty two foreign embassies and missions in Israel.

Yet despite its diplomatic importance, the digital diplomacy network in Israel is rather limited. Of the eighty two embassies and missions in Israel only eleven have active twitter accounts and only twelve are active on Facebook. This figure is even more surprising given the fact that Israel's MFA is

one of the most active ministries on twitter and Facebook and its social media channels serve as important sources of information with regard to Israeli foreign and domestic policy.

Currently, the embassies that are active on twitter are the UK, EU, US, Canada, Netherlands, Greece, Poland, Sweden, France, Norway, Spain and Australia. While the social network of foreign embassies to Israel is rather small it is highly a connected one.

The most popular embassy within the social network of foreign embassies to Israel is the EU which is followed by eight other embassies. The second most popular embassy is the UK followed by the US, Canada, Netherlands, Greece, Poland, Sweden, France, Norway, Spain and Australia.

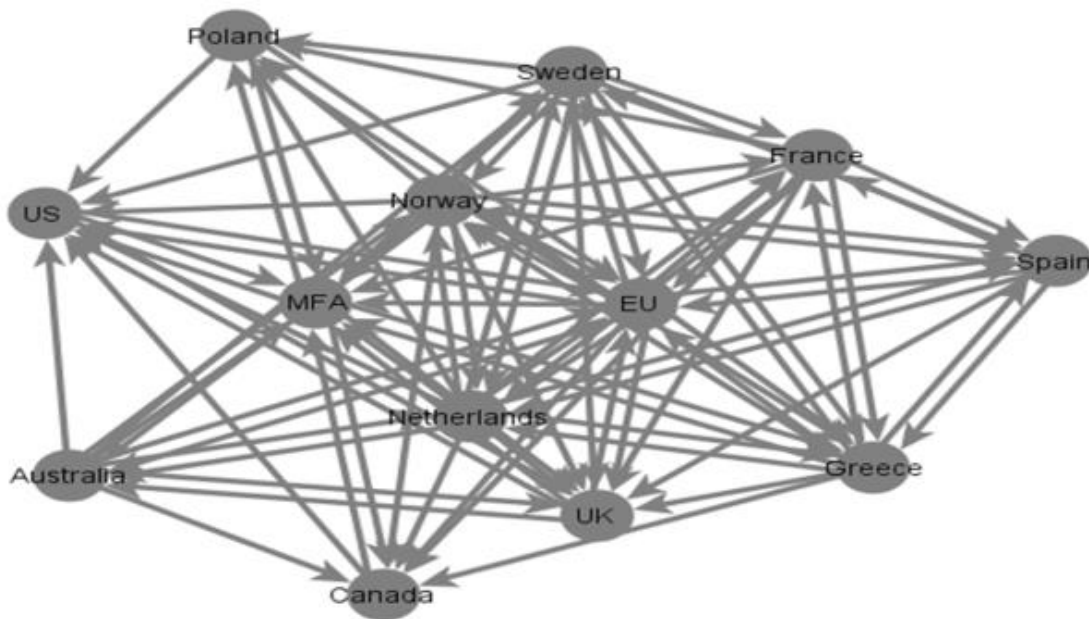


Figure 1. Virtual diplomatic network of Israeli MFA

The most active embassies in this network are the EU, Netherlands and Norway which follow all other embassies active on twitter. These are followed by France, Greece, Australia, Spain, the UK, US, Poland and Canada which only follows the American embassy.

When attempting to analyze the social network of foreign embassies to a given country it is imperative to take into account the local foreign ministry. If the ministry is followed by other embassies it is able to effectively disseminate foreign policy messages to other countries. Moreover, if it follows foreign embassies' digital diplomacy channels, the local MFA can gather information regarding foreign

policy initiatives of other countries. In the case of Israel, the Israeli MFA is located at the very heart of the local diplomatic social network as can be seen in the image below.

It is also important to note that the MFA is followed by all foreign embassies active on twitter. Even more importantly, the MFA has the second highest in-between score in the network meaning that it can effectively and quickly disseminate foreign policy messages throughout the entire network. However, despite its centrality, the Israeli foreign ministry actively follows only five foreign embassies which may hinder its ability to gather relevant information.

There is a large gap in the volume of twitter activity between the foreign embassies in Israel. While the US has posted more than 10,000 tweets, the majority of embassies have posted less than 500 tweets.

It is possible that this lack of activity is a result of the fact that twitter is not very popular in Israel. Currently, there are some four million Israeli Facebook users as opposed to only two hundred thousand twitter users. As can be seen in the table below, while the US embassy has some nineteen thousand followers, most embassies have less than a thousand followers.

However, most Israeli politicians, ministries and NGOs are active on twitter as are Israeli journalists and news organizations. Israeli journalists routinely canvas the local diplomatic tweetosphere in order to complement their stories. Likewise, twitter is steadily gaining popularity in Israel as younger audiences have begun to migrate from Facebook to twitter. Thus, a foreign embassy looking to disseminate and gather information and engage with Israelis must be active on twitter as well as Facebook.

Finally, it is interesting to find that countries that are at the forefront of digital diplomacy, such as Russia and Germany, are not active at all in Israel. This finding represents a gap that currently exists between digital diplomacy at the ministry level and the embassy level. It is fair to assume that as more and more diplomats realize the importance and potential of digital diplomacy this gap will gradually disappear (Manor, 2014).

It can be embarrassing to have to admit that you were wrong in public, but it is probably worse if you are a high-level diplomat. But whether it's international friendship or a public spat, diplomats on Twitter are allowing the public to see their interactions in a different light.

3.9. Strategy for reformation national diplomatic system of Ukraine

Despite the very active attempt to attract social media in the activities of the Foreign Ministry of Ukraine, the possibility of "digital diplomacy" Ukraine are limited to the lack of national information and communication strategy, lack of trained professionals and a number of risks typical for the Internet. "Digital diplomacy" is born and is actively developing in front of our generation, involving the exchange of information more participants. This contributes to the very nature of social media, which, like any living organism, constantly evolving.

Thus according the project <http://digital.diplomacy.live> Ukraine took the 11th place in the ranking of digital diplomacy (Digital Diplomacy Rating, 2016). But methodology of this rating is based mostly on number of active social media accounts of foreign policy institutions. And in this component Ukrainian diplomatic system have significantly improved recently.

Interestingly, the analytical report of reforming the system of foreign relations and diplomatic service of Ukraine prepared by the National Institute for Strategic Studies in 2015 uses the term "digital" Did least in the context of the "introduction of modern closed systems of internal digital documents and operational information communication" (Bpic, 2015). And the use of tools of public diplomacy is only used in the context of anti-Ukrainian propaganda counterweight active in Russia.

In this sense there is no surprise that there wasn't designed any strategy for development and utilizing digital tools in diplomatic practice of national diplomatic system of Ukraine. Digital communication should facilitate full reconsideration instruments influence Ukraine, which is the external speech, study abroad and the opportunity to explore Ukrainian language and culture. This definition of the role of the modern instruments of influence in the new digital universe is the best and perhaps only way to get out of the structural budget crisis without cutting current tools.

Digital diplomacy strategy needs to be as simple and clear as possible so that it can be adapted in real-time. It also means that foreign ministries need to realize that the message in social media cannot always be controlled. Going forward, the driving engine of digital diplomacy will be the young generation of diplomats who grew up using social media platforms everyday.

Taking into account all above I consider that Digital diplomacy strategy for Ukraine should mainly coincide with general structure of the Master thesis and consist three main blocks: 1) Digital Diplomacy as Public Diplomacy 2.0, 2) Digital diplomacy as a tool for crisis management and consular services delivery, 3) Conduction of digital diplomacy trainings for both acting and future diplomats.

So digital diplomacy requires not only opening new accounts in social media, but also considerable financial and human investment. For example Poland also invests considerable investment in the online space. "Public diplomacy at a time of globalization and democratization of international dialogue touches the general population and growing thanks to the Internet and social media.

Under the responsibility of the Polish diplomat - 60 employees in the structure of the department, 4 state competitive programs to attract the private sector to achieve the objectives of public diplomacy, 24 Polish Institutes in the world and tens of millions of zlotys budget year.

However, there are certain differences in the use of social media platforms among the foreign offices of different countries. Thus, for the French foreign ministry Twitter serves as a tool for monitoring and reporting including French citizens in emergency situations. In turn, Facebook is the preferred tool of direct communication with the French community and is often used in conjunction with the French foreign missions.

The Ministry of Foreign Affairs and International Development of France promotes training of its employees in the field of digital communications, including presence in social networks. At special events regularly invited diplomats from the beginning of their work in the ministry and before assuming office leader of the diplomatic or consular mission, as well as post advisers press. Assistance and training conducted remotely for already employed staff " (Bpic, 2015).

Thus taking Public diplomacy 2.0 component there would rationally to create **Centre for Strategic Anti-Russian propaganda**. This group of people should promote soft messages about the Ukraine among Russian speaking target group outside Ukraine.

Then should be created so called **Web Engagement office** which has to manage several social media platforms, with the largest amount of followers. Social media engagement consists of two crucial components: talking and listening. By conversing with their followers, MFAs can learn how their nations are viewed by foreign populations; how their policies are received in other countries and to what extent online audiences are receptive to MFA messages. It has to operate various foreign language sites promoting soft messages about the Ukraine, including in Russian, French, Spanish, Chinese, Arabic. It also has to develops content for the social media platforms it manages as well as for other relevant governmental institutions, to designs web engagement strategies, to host and deploy various mobile apps, including a product design to supplement social media during major events.

There also could created **Public Research office** for development of useable social media analytics, including honing data visualisation, working on a way to capture in digital form all public

diplomacy activity in a single platform to aid in tracking and evaluation, leveraging social media analytics to optimise outreach.

In the context of Digital diplomacy as a tool for crisis management and consular services delivery there could be established **Digital Consular Affairs office** which has to be focused on digitising the whole consular process, from visa processing to security checking and passport technology. Likewise in Australia, where the Department of Foreign Affairs and Trade (DFAT) developed its Smartraveller website on which it posts travel updates and revisions to travel advisories for 169 overseas destinations, similar webpage could be created under guidance of Ukrainian MFA.

Launching of mobile applications that encourage people to add value to the applications as they use them can provide mutual benefits to the owners and the users of information. Two-way communication via social media enable MFA to receive citizen innovations and insights and raise citizens' awareness of travel warnings, particularly in crisis.

Another very important underdeveloped issue related to digital diplomacy is Conduction of digital diplomacy training. Social media and other skills need to be promoted and transmitted. Existence of 'digital champions' is critical to success in embedding digitalization. Need for organisational strategies and appropriate training programmes. For this purposes should be designed digital diplomacy workshops and face-to-face trainings to teach staff how to utilise social media tools in their day to day work and in specific crises scenarios and secondly we provide online training tools that allow all staff members to collaboratively learn about the use of social media can affect international diplomacy.

Methodology and design are both critical. Interactive courses are most useful for training that focuses on analyzing situations and creation of strategy, versus training in a particular tool. Self-paced courses allow diplomats and other officials to drop in and out, following the training at their own-pace in a safe environment. Diplomatic academy of Ukraine can provide diplomats with classroom courses during which instructors are able to respond to what the diplomats find relevant; online learning can be distancing for diplomats who prefer actual face-to-face learning environments. In the end, learner support is critical. Diplomats have a lot of responsibilities and are busy; supporting them, be it with logistics or substantive training issues, can help to increase the effectiveness of training programs.

Thus, digital diplomacy in general can significantly enhance the activity of diplomats to explain the foreign policy positions of state domestic and foreign audiences. Digital technology can be particularly useful in public diplomacy in the collection and processing of information in consular activities for social interaction and communication during emergencies and natural disasters.

Features of "digital diplomacy" limited to the lack of national information and communication strategy, lack of trained professionals and a number of risks typical for the Internet. "Digital diplomacy" is born and is actively developing in front of our generation, involving the exchange of information more participants. This contributes to the very nature of social media, which, like any living organism, constantly evolving.

4. Summary

This master thesis paper, Digitalization of the national diplomatic systems: Small powers dimension, is about new possibilities and modern practices of utilizing ICT tools in diplomatic activities of the states. As the pioneer in the field of Digital diplomacy was The US State Department which started to use social media as additional tool for promotion its public diplomacy goals, the main objective of the project was to research what digital diplomacy is, how foreign ministries of small states can implement digital diplomacy possibilities to improve overall performance of the foreign policy offices. In order to develop the idea of necessity and efficiency of implementation digital diplomacy instruments here was taken three case study from small states related to different perspectives of Digital diplomacy - Social media as a tool for conducting Public diplomacy 2.0 in Poland, Digitalization of consular services in Romania and construction influential digital diplomacy network by Israeli MFA.

The aim of the research was both to analyze how ICT is changing modern diplomatic practice and the way of absorbing innovative approaches in digital diplomacy by MFA of Ukraine.

On the basis of the processed material there are represented possible proposals and improvements to use by Ukrainian diplomatic system.

The thesis was mainly focused on the social media usage and new diplomatic opportunities that can benefit MFAs of small states. Based on the fact that across the different states' MFA there are existed different approaches to both the term of digital diplomacy and its different perspectives, in the theoretical part of the thesis author drew out precise overview about emerge of the term and perspectives of its usage by digitally advanced states including main objectives and outcomes of implementation, technological base of the digital diplomacy and both main actors and target audience to present the broad picture of the topic to the readers and set the background for the further analysis.

After the general explanation about the digital diplomacy as such the analysis about the central problem of the topic followed where author argued that even though digital diplomacy is emerging and possible ways of conduction modern diplomatic practice which can benefit MFAs, there are also some issues which have to be paid attention at. Main problem what author sees as the not developed methodology to measure the outcomes of success caused by Digital diplomacy practices and digital campaign in social medias.

There are existing some ratings which propose calculation for defining the most digitally advanced states in terms of digital diplomacy, but there method mostly based of number of accounts

established by foreign offices and number of tweets and retweets per day. While the number of tweets and created social media accounts can show quantitative quality done by certain MFA department, there would be not enough evidences whether certain success story in international relations field was mainly achieved due to the utilizing digital diplomacy instruments. In this case there shouldn't be any illusions about comprehensive and decisive factor of digital diplomacy in regular diplomatic activity.

Digital diplomacy is not remedy for all diplomatic needs, but the truth is that complementary factor, critical juncture in efficient and ambitious diplomacy. The main reason why digitalization of National diplomatic systems is required relates to digitalization of society. Back then there were almost no connection between diplomat and foreign public. But nowadays digital technologies accelerate the dissemination capabilities that earlier were concentrated in the power of individual states and their official representatives. Amazingly reduce the cost of data transfer and the opportunity for everyone to publish their own content in real time led to the information revolution. Diplomatic circles can no longer ignore this trend, which decentralizes and reduces the exclusivity of their activities.

The digital age has created a new actor of international relations - civil society, which using modern ICT tool has become more powerful than any earlier. That is why modern diplomat can't only rely on face-to-face negotiations with foreign counterpart to achieve foreign policy goals. More precisely, to achieve success during negotiations modern diplomat has to proceed preliminary digital campaign both among target foreign public and among foreign offices of related states.

Another aspect is the emergence of new means of information warfare. The use of cyber weapons falls into the category that is widely seen as part of how countries use power when they do not have the front line of armed conflict and is seen as military action. This aspect is quite controversial practice of digital diplomacy as social media turn out from information delivery instruments to the means of propaganda, what is clearly evident in Ukraine and Russia.

The essence of digital diplomacy is prudent and consistent online presence strategies and means of implementation. Activity in this area requires a systemic nature, the ability to present information message that can attract your target audience, to promote the continuation of dialogue.

In the twenty-first century the lack of a sustainable and meaningful information policy can give serious negative results. Openness is an essential requirement to promote the interests of the state in the information society, which no longer has a monopoly on the formation of the content of messages.

The main thing in any information interaction - basic message of communication. There is a shift from media planning to targeting and budgets from competition to competition of professional potential as digital diplomacy - a struggle for attention, which wins only one who will offer competitive occasion.

At the same time digital diplomacy is not only utilized as complementary tool in provision of public diplomacy, but also in more service oriented field – consular services and crisis management. Romanian case depicts how can be digitalized the most popular consular services related to issuing documents for nationals which are residing abroad. In addition provision of special website, which could offer automated services for travelling citizens and make use of social networking sites in emergencies and crisis situations could be a good example of usage ICT.

All in all depicted cases demonstrate that both efficient foreign policy and improved diplomatic practice could be achieved without extraordinary budgets, deposits of hydrocarbons or huge military power. ICT can leverage inequality between state and become the factor which could promote influence of tiny country at international arena. In this case Estonian e-residency initiative could be assessed as digital diplomacy campaign with positive economic outcomes. The initiative that was designed for increased revenues from external usage estonian digital and legal spheres turned into boundless virtual diplomat which travels from one foreign column to another, capturing foreign public with positive image about Estonia.

As the paper focused on analysis of practices and ways of implementation digital diplomacy by different states, I propose here some practical steps for designing digital diplomacy strategy for small state, which in my case is Ukraine. The steps mostly based on creation additional specialized offices with according responsibilities and tasks. Special attention was paid to facilitating training for acting and future diplomats in digital diplomacy issues, as even once created social media accounts doesn't mean that they would make difference by themselves. Behind every certain account should stand well prepared digital team or so-called 'digital champion' which would not just make content for 'tick', but was able to create clear and catchy message that won't leave indifferent the target audience.

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