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NOTE BY THE TECHNICAL SECRETARIAT**MEDIUM-TERM PLAN OF THE ORGANISATION FOR THE PROHIBITION OF
CHEMICAL WEAPONS 2024-2028****INTRODUCTION**

1. This Medium-Term Plan (MTP) has been prepared for the period 2024–2028. It is intended to endure until its revision as a follow-up to the next Special Session of the Conference of the States Parties to Review the Operation of the Chemical Weapons Convention, unless otherwise required by external developments or decisions adopted by the Organisation’s policy-making organs. This MTP replaces the plan for the period 2020–2024 (EC-92/S/1 C-24/S/1, dated 22 July 2019) and provides direction for the annual planning process. In accordance with OPCW Financial Regulation 3.9, it accompanies the Biennial Programme and Budget of the OPCW for 2024–2025 and subsequent years until it is revised, as necessary.
2. In the preamble to the Chemical Weapons Convention (hereinafter “the Convention”), States Parties declare their determination “for the sake of all mankind, to exclude completely the possibility of the use of chemical weapons, through the implementation of the provisions of this Convention”, making this the ultimate goal of the Organisation.
3. The Organisation’s vision is, therefore, to continue to be the premier international organisation working for a world free of chemical weapons, with a focus on preventing their re-emergence, by implementing all provisions of the Convention in an effective, efficient, and non-discriminatory manner.
4. In support of this vision, the mission of the Organisation, as the global authority on chemical weapons issues, is to contribute, as a treaty-based international organisation, to the disarmament of chemical weapons, to preventing their re-emergence, to providing assistance and protection against them, to supporting national implementation of the Convention, and to facilitating peaceful uses of chemistry through verification, capacity development, and engagement and outreach activities.
5. In order to develop this MTP and to contribute to an integrated strategic direction for the Organisation, a number of assumptions have been made, and risks identified, concerning certain aspects of the Organisation’s external environment in 2028, within which it will operate. These assumptions and risks include the following:

* Reissued in English for technical reasons.



- (a) The verified destruction of all declared chemical weapons stockpiles was completed in July 2023. The verified elimination of non-stockpiled chemical weapons (including recovered abandoned and old chemical weapons) will remain an important goal of the Organisation, as will the verification and monitoring of the remaining converted former chemical weapons production facilities.
- (b) States not yet Party to the Convention may join as chemical weapons possessor States.
- (c) With the completion of the destruction of all declared chemical weapons stockpiles, the Organisation, while continuing to implement its disarmament mandate, will deepen its focus on preventing the re-emergence of chemical weapons.
- (d) The use or threat of use of toxic chemicals as weapons, both small- and large-scale, will continue to represent a serious concern. Toxic chemicals and knowledge about chemical weapons are becoming increasingly accessible. In this context, the Organisation will need to continue strengthening its capabilities to deal with non-State actors, especially terrorist groups, organised criminal groups, and individuals.
- (e) Chemical weapons-related knowledge and verification expertise will be retained and developed by the Organisation, to maintain readiness to deploy its teams in cases of requests for challenge inspections, investigations of alleged use, and other non-routine operations, as well as to respond to requests for technical assistance from States Parties.
- (f) Science and technology will continue to rapidly evolve, driven by the convergence of traditional scientific disciplines, collaboration at both national and international levels, and innovative funding strategies. Advances in emerging technologies such as artificial intelligence, additive manufacturing, or biotechnology will be incorporated into operational activities across a broad range of industries and sectors. Especially relevant for the Convention is their use in synthesis, planning, chemical production, processing and disposal applications, as well as in verification-related activities.
- (g) The global chemical industry will expand in size and sophistication. It will become increasingly digitalised and integrate new technologies into routine use. This will require the Technical Secretariat (hereinafter “the Secretariat”) to continue updating its understanding of broader ranges of production equipment and processes, as well as records-keeping systems. This will also increase the need for the Organisation to address this trend and adapt the industry verification regime as necessary.
- (h) The Organisation will continue to carry on with mandated activities in the areas of verification, capacity development, engagement, and organisational governance. Voluntary contributions will continue to play a supplementary role, contributing significantly to the work and programmes of the Organisation.

- (i) The OPCW Centre for Chemistry and Technology (ChemTech Centre) will be an important tool to reinforce the capacity of the Organisation in the areas of research, analysis, training, and capacity building. Activities at the ChemTech Centre will be conducted in an integrated and coordinated manner and will have the aim of implementing the mandates and the obligations provided for in the Convention and in the decisions of the policy-making organs.
 - (j) A rapidly changing information landscape, including the use of artificial intelligence and growing concerns over mis- and disinformation, will continue to pose significant challenges for multilateral and international institutions, including the OPCW. A greater focus on information integrity and more proactive outreach and communications efforts will be vital in this regard.
 - (k) Financial pressures on the Organisation will continue to be acute as a result of rising costs and will have to be faced by States Parties to ensure that the OPCW delivers its mandated operational requirements.
 - (l) Evolution of the international security landscape will impact the progress of the OPCW's work.
6. Preventing the re-emergence of chemical weapons and deterring their further use requires that the Secretariat maintain its readiness to address allegations of chemical weapons use and to provide technical assistance, if requested by a State Party. The Secretariat will increase its capacity to do so by means of new and updated equipment, revised training programmes that involve realistic scenario-based exercises and updated operating procedures. In addition, preventing the re-emergence of chemical weapons will be achieved through verification activities, capacity development, improved national implementation, effective national protective programmes, engagement with relevant stakeholders, the promotion of the responsible use of chemistry, the continued pursuit of universality, and the monitoring of and adapting to relevant new developments in science and technology. Education and outreach activities will contribute to the prevention of re-emergence through new tools connecting diverse audiences and stakeholders and fostering the engagement of the next generations on disarmament-related issues. Achieving sustainable results will require implementing activities in each of these areas in a coherent and systematic manner.
7. The ChemTech Centre, inaugurated in May 2023, is a central element in meeting these requirements with innovation and agility. The ChemTech Centre will ensure that the OPCW keeps pace with all relevant developments in science and technology. It also provides an integrated new training and capacity-building platform to support high-level, multifaceted international cooperation and research, ensuring the OPCW's ability to meet State Party needs in an increasingly globalised and complex world. The ChemTech Centre will provide new and important opportunities for cross-divisional collaboration in programme delivery with a wide range of stakeholders, generating synergies and scope to pursue increased efficiencies as the Centre becomes fully operational.

8. Given this holistic approach to participating in preventing the re-emergence of chemical weapons, achieving and measuring results will be a more complex task than has hitherto been the case, cutting across the traditional programmatic areas of the Organisation. This requires:
 - (a) enhanced resilience and adaptive capacity, including through the adoption of additional new, project-based working methods and tools;
 - (b) renewed focus on incorporating principles of results-based management and culture into improved key performance indicators;
 - (c) optimising the use of real-time management information from the new enterprise resource planning (ERP) system; and
 - (d) continued implementation of the knowledge management strategy across the Organisation.
9. Using these four strategic enablers, the Organisation will continue to achieve results in the four broad areas of verification, capacity development, external engagement, and organisational governance. With a view to maintaining its readiness to deliver, while also preserving the Organisation's integrity over the coming years, the Secretariat will continue to monitor and address risks that may have an impact on the achievement of the Organisation's goals.
10. This document contributes to achieving the Organisation's vision through the formulation of medium-term goals in each of the four results areas, which are further supported by a set of medium-term goal key objectives for the period up to 2028. The Annex to this document provides an overview of the key elements in the medium-term implementation of the Convention.

VERIFICATION FOR CONTINUED CONFIDENCE IN COMPLIANCE

Medium-term goal 1: Continued implementation of the disarmament mandate and adaptation of the verification regime to prevent the re-emergence of chemical weapons

11. So long as chemical weapons exist, their destruction will remain a fundamental objective of the Organisation. At the same time, with the completion of the destruction of the declared stockpiles of chemical weapons in July 2023, the Organisation is increasing its focus on preventing the re-emergence of chemical weapons. Rebalancing the verification regime will be essential to ensuring that the Organisation can address new and emerging threats and challenges. A reduction in destruction-related verification activities from 2024 onward is to be expected, while the knowledge, expertise, and technology related to chemical weapons need to be retained.
12. To maintain a viable verification regime that continues to ensure confidence in compliance, the Organisation will need to adapt the current verification regime. This will have to be based to a greater extent than before on the use of credible information to augment analytical capabilities within the Secretariat.

13. The medium-term goal key objectives for the period to 2028 are as follows:
- (a) The Secretariat continues verification activities with a view to confirming the destruction of declared chemical weapons, including old and abandoned chemical weapons and associated facilities.
 - (b) The Secretariat maintains its readiness for the possible accession of new possessor States Parties, including verifying chemical weapons destruction.
 - (c) New approaches to verifying compliance with the Convention are developed.
 - (d) Knowledge management processes and information management tools are used to proactively address knowledge retention and transfer, with a particular emphasis on preventing the loss of chemical weapons-related knowledge including, for example, on their production, safe handling, detection, analysis and destruction.

Medium-term goal 2: Implementing verification measures in order to address risk to the object and purpose of the Convention

14. Evaluation of declared data and information obtained through inspections will remain an essential part of the Organisation's routine verification activities. In order to prevent the re-emergence of chemical weapons, the Organisation will enhance its capabilities to compile, validate, and evaluate information, with a view to assessing risks to the Convention and how the system is implemented.
15. The Organisation will continue to review the performance of the industry verification regime, taking into account the requirements set out in the Convention and by the policy-making organs, as well as scientific and technological developments in the chemical industry and the changing geographical distribution of declarable chemical production sites.
16. The Organisation will also address the relevance of a broader spectrum of toxic chemicals and their precursors, ranging from toxic industrial chemicals, biotoxins and bioregulators, to chemicals used for example in medicine or law enforcement.
17. The medium-term goal key objectives for the period to 2028 are as follows:
- (a) The Secretariat assists States Parties in their undertaking of a comprehensive review of the current industry verification regime in order to facilitate possible adjustments to enhance its effectiveness.
 - (b) The Secretariat assists States Parties in submitting their declarations in a timely, complete, and accurate manner, by means of wide-ranging and tailored support, including encouraging greater use of the electronic tools provided by the OPCW for declaration activities.

- (c) The Secretariat implements the outcome of the comprehensive review of the current industry verification regime, to be undertaken by States Parties, including on how best to manage risk to the object and purpose of the Convention.
- (d) The Secretariat assists State Parties in facilitating greater effectiveness and efficiency of verification activities, including through the further optimisation of inspection-related practices, tools, and training.
- (e) The ChemTech Centre is used to enhance the verification capabilities of the Secretariat by increasing the capacity to conduct any type of missions and to handle authentic samples, supporting the training of inspectors and the transfer of knowledge and skills, and addressing emerging science and technology-related challenges and opportunities.

Medium-term goal 3: Enhanced capability of the Organisation to conduct non-routine missions

- 18. Effective means and tools for consultation, cooperation, and fact finding will continue to be essential for addressing non-compliance-related concerns within the framework of the Convention and responding to possible further allegations of chemical weapons use. The Secretariat will accordingly need to maintain and further develop the resources, technical competence, operational readiness, and professional skills needed to facilitate consultation and cooperation, to deliver assistance, and to conduct challenge inspections, investigations of alleged use, and other non-routine operations, technical assistance visits, or joint missions with other international organisations.
- 19. To ensure the operational preparedness to successfully conduct all types of missions, including non-routine ones, investments will have to be made to ensure that relevant staff members have the necessary knowledge, skills, experience and equipment. The ChemTech Centre will play an important role by hosting training and knowledge transfer-related activities for the Secretariat's field-deployable staff and by providing a test and validation capability.
- 20. The Secretariat will also continue efforts to enlarge the number and geographical scope of laboratories designated for the analysis of authentic samples. The Secretariat will develop new concepts, measures, and partnerships to enable it to maintain readiness to conduct non-routine operations.
- 21. The medium-term goal key objectives for the period to 2028 are as follows:
 - (a) The Secretariat maintains readiness to conduct different types of missions, including investigations of alleged use of chemical weapons, and challenge inspections, and to provide technical assistance at the request of States Parties.
 - (b) The Secretariat maintains and develops the necessary capabilities, tools, and expertise to enhance its ability to conduct non-routine operations, including by developing expertise in evidence analysis.

- (c) Knowledge, skills, and expertise acquired in non-routine missions are preserved, integrated, and further developed within the Secretariat.

Medium-term goal 4: Strengthened capability of the Organisation to monitor and evaluate scientific and technological developments of relevance to States Parties in meeting their obligations under the Convention

22. Effective implementation of the verification regime in all aspects will continue to be influenced by technological change. This requires the continuous review of advances in science and technology, in particular detection, analysis, countermeasures, and protective technologies. The Secretariat, via the OPCW Laboratory and the Technology and Training Hub at the ChemTech Centre, along with designated laboratories and other relevant institutions, will explore new approaches and technologies with a view to augmenting the Organisation's capabilities in these areas. This will also involve increasing efficiencies in the use of resources through, for example, engagement with the wider science and technology community and drawing on advice from the Scientific Advisory Board (SAB).
23. The ChemTech Centre will enable the Secretariat to research, better test, evaluate, and incorporate new technologies of relevance to the Convention while maintaining a strong scientific and technological base for existing sampling and analysis activities. These new capabilities will ensure that the OPCW can effectively consider and, where appropriate, incorporate new approaches and technologies.
24. The medium-term goal key objectives for the period to 2028 are as follows:
- (a) The Secretariat retains and enhances a robust and flexible system to review science and technology relevant to the Convention. To this end, it continues to recruit specialised staff competent in scientific disciplines relevant to the work of the Organisation, and to strengthen contacts with relevant international organisations, academia, and chemical industry.
- (b) The Secretariat augments the methods and technologies for sampling and analysis currently at its disposal and ensures that staff are properly trained in these, and actively continues to develop capabilities in evidence analysis, incorporating advice from the SAB and in consultation with the Secretariat's network of designated laboratories, including for the analysis of biotoxins as well as biomedical and other samples.
- (c) The Organisation further strengthens the analytical capabilities of laboratories in States Parties and supports the expansion of the designated laboratories network in all regions.
25. In addition, the Organisation has the necessary tools, procedures, and skilled and experienced staff to achieve the four medium-term verification goals, in particular for data monitoring, analysis, and interpretation, and for independently verifying the accuracy and veracity of information received.

CAPACITY DEVELOPMENT TO DETER, PREVENT, AND RESPOND TO THE HOSTILE USE OF TOXIC CHEMICALS AND TO FOSTER INTERNATIONAL COOPERATION

Medium-term goal 5: Reducing risks associated with incidents involving toxic chemicals as part of the focus on preventing the re-emergence of chemical weapons

26. The Secretariat has an important role in contributing to the global fight against terrorism and the development, more broadly, of a chemical security culture. In this regard, the Secretariat will focus on reducing risks associated with chemical weapons with a two-fold strategy, specifically by:
 - (a) reducing harm and impact caused by incidents involving toxic chemicals by supporting States Parties in developing robust and effective first-response capabilities (hardening targets through enhanced first-response capabilities will also achieve an important deterrent effect); and
 - (b) deterring the hostile use of toxic chemicals by building capacity in States Parties to investigate incidents involving their use.
27. As long as there is a possibility of the hostile use of toxic chemicals, there will be a need to maintain and improve the protective capabilities of all States Parties in terms of their domestic response and their ability to assist other States Parties. The Secretariat already works closely with several regional and subregional organisations to enhance their capacity to respond effectively to chemical emergencies. It will continue to reach out to such organisations in other regions, thereby strengthening its facilitation of regionally coordinated response measures.
28. The Secretariat will continue to deliver a broad programme of capacity-building activities which range from regional training cycles to specialist training courses delivered by experts. Furthermore, the Organisation/Secretariat will work alongside States Parties to support them in developing strong national protection plans, through identifying, and subsequently addressing, areas for development through international cooperation. The Online Self-Assessment Tool (OSAT) will continue to be an important tool to support this work.
29. The Secretariat will continue to maintain its readiness to respond to any request for assistance from States Parties pursuant to the Convention and the decisions adopted by the policy-making organs.
30. The Secretariat will build its understanding of the impacts of chemical weapons use to ensure that its assistance and protection programmes take into account that toxic chemicals can affect individuals differently based on their gender and social roles.
31. The medium-term goal key objectives for the period to 2028 are as follows:
 - (a) The in-house expertise of the Secretariat is strengthened in order to enhance capacity-development activities in the areas of prevention and response to the hostile release of toxic chemicals, including possible attacks on chemical installations and transportation infrastructure.

- (b) The Secretariat offers a broadened portfolio of capacity-building programmes for first responders to chemical incidents operating in contaminated environments. The Secretariat develops scenario-based training modules for law enforcement authorities that also focus on sampling techniques and chain-of-custody matters.
- (c) The Organisation further expands its networking with other regional and international organisations in order to prepare for and respond to major incidents involving the hostile use of toxic chemicals.
- (d) The Secretariat continues to pursue the establishment of viable regional and subregional capacities to respond effectively to incidents of chemical weapons use or the accidental release of toxic chemicals. It also retains a state of readiness to respond to a request for assistance from a State Party following the use or threat of use of chemical weapons.

Medium-term goal 6: Enhanced capacity development for national implementation and international cooperation on peaceful uses of chemistry

- 32. The Secretariat will continue to augment its capacity-development portfolio, with a view to ensuring the long-term engagement of States Parties for ensuring that chemistry is exclusively used for peaceful and authorised purposes. The Organisation will ensure that capacity-development activities are results-oriented and based on national needs assessments, that they are implemented in an efficient, effective, and sustainable manner, and that they create added value for the OPCW, so that the peaceful uses of chemistry continue to be promoted.
- 33. Given the importance of national implementation measures as the foundation for the full and effective implementation of all the provisions of the Convention, the Secretariat will continue to encourage States Parties to keep the effectiveness of national implementation measures under review, to ensure at all times that the provisions of the Convention are effectively implemented within their territory and in any other places under their respective jurisdictions. To this end, the Secretariat will continue to assist States Parties in pursuing a comprehensive approach to national implementation which encompasses, apart from the adoption of administrative and legislative measures, a broad range of actions domestically.
- 34. In terms of international cooperation, the Secretariat will continue to identify opportunities and targeted activities that assist States Parties in the development of technical capacities, as well as further encourage the exchange of chemicals, equipment, and scientific and technical information among States Parties to foster the peaceful use of chemistry. Focus areas will include chemical safety and security management, the promotion and exchange of chemical knowledge, as well as enhanced support for laboratories in countries with developing economies and economies in transition, leveraging the network of designated laboratories and using the OPCW ChemTech Centre. With these capacity-building efforts, the Secretariat will aim to help States Parties build skills and capacities to achieve higher levels of safety and security in civilian chemical facilities, as well as the capacity to analyse Convention-related chemicals in national laboratories. This will be embedded in the Organisation's broader

efforts to assist States Parties to create and maintain regulatory frameworks that fully implement the Convention, thereby furthering conditions for economic development and international exchanges.

35. The medium-term goal key objectives for the period to 2028 are as follows:
- (a) The Secretariat continues to provide implementation support to States Parties, with a view to 100% of them maintaining a National Authority and 75% of them having enacted national legislation and administrative measures that cover all of the initial measures under the Convention.
 - (b) The Secretariat provides support, including facilitating the development and/or refinement of a National Implementation Framework to be in place in up to five States Parties per region.
 - (c) The Secretariat continues to support States Parties with developing economies and economies in transition to create scientific and technological capacities for the effective and efficient implementation of the Convention.
 - (d) The Secretariat expands its capacity-building toolbox and establishes new partnerships with science and technology communities, academia, industry, and regional/international entities for the advancement of peaceful, safe, and sustainable uses of chemistry. The ChemTech Centre is used to expand and diversify partnerships with relevant external stakeholders, thus helping to scale up international cooperation and assistance programmes.
 - (e) The Secretariat, in cooperation with relevant external stakeholders, facilitates the development and exchange of non-binding best practices and guidance, including legislative, related to chemical safety and security management among States Parties.

Medium-term goal 7: Strengthened evaluation capabilities of the Secretariat in the area of capacity development

36. Evaluation is an integrated process of observation, analysis, and assessment of performance to determine the efficiency, effectiveness, and impact of a policy or programme. Given the wide variety and large number of capacity-development activities undertaken by different units in the Secretariat, strengthening its evaluation capabilities in this area will continue to be crucial to gradually shifting towards a results-based approach to capacity building. This will require a coordinated approach across the Secretariat and additional resources.
37. To this end, evaluations of individual capacity development outputs provided by the Secretariat will be both complemented by follow-up analyses of outcomes achieved in relation to the strengthening of national capabilities and aggregated for assessment of the contribution to the overall goals of the Organisation. This will allow the Secretariat to design new targeted and more integrated international cooperation and assistance programmes. The evaluation will be also based on the assessment of the needs of the States Parties in order to provide guidance to the Secretariat in developing a more tailor-made approach for capacity development.

38. The medium-term goal key objectives for the period to 2028 are as follows:
- (a) Augmented and tailored support to promoting States Parties' ownership of the Convention and engagement in capacity-building initiatives is provided, resulting in greater efforts to retain and transfer knowledge obtained through OPCW capacity-building activities and assisting the Secretariat in the evaluation and design of new targeted and more integrated programmes.
 - (b) The evaluation capabilities of the Secretariat are continuously improved, where appropriate, including an improved evaluation system, strengthened internal coordination, and the provision of augmented financial and human resources for the analysis of outcomes and assessment of impacts in respect of capacity-development activities undertaken, against States Parties' performance in national implementation.

ENGAGEMENT TO UTILISE CAPABILITIES OF OTHERS

Medium-term goal 8: Targeted efforts to achieve universality

39. Achieving universal adherence to the Convention will remain a top priority to further bolster the norm against chemical weapons and ensure the integrity and comprehensive reach of the complete ban on such weapons and the protection it provides. With very few remaining States not Party to the Convention, a tailored approach is needed to effectively engage with these countries and address any concerns they may have related to the Convention. The Organisation will also continue to encourage States Parties to engage the remaining States not Party with the aim of convincing them to join the Convention. Endeavours to achieve universality will take into account that one or more of the current States not Party may join with a declarable chemical weapons stockpile.
40. The medium-term goal key objectives for the period to 2028 are as follows:
- (a) The Secretariat continues to develop and implement a tailored approach to each State not Party, creating a platform for sustained dialogue and deepening engagement based on each State's particular situation and circumstances, with the aim of fostering or catalysing their accession process.
 - (b) Proposals are developed and implemented for the Secretariat and States Parties to make use of concrete opportunities as they arise, to further encourage States not Party to join the Convention, including inviting States not Party to relevant meetings of the States Parties and certain activities highlighting the benefits of joining the Convention.
 - (c) The Secretariat maintains readiness for the accession of new States Parties through the retention of knowledge and skills related to assessing initial declarations, chemical demilitarisation, and relevant post-accession capacity-building activities, including implementation support.

Medium-term goal 9: Responsive and results-oriented collaboration with other international organisations

41. The complexity, scale and interconnectedness of contemporary global challenges, particularly in peace and security, require collaborative and collective solutions. The Organisation will augment its relationships with other relevant international and regional organisations and mechanisms as part of its ongoing adaptation. This will benefit the identification of synergies as the basis for cooperation. Areas for broader and deeper engagement are many, ranging from capacity development to science and technology, to conducting non-routine missions, to the global fight against terrorism and comparing best practices on administration and institutional governance issues.
42. In this context, the Organisation needs to ensure that its institutional framework remains viable for the future, and to consider new and improved ways of engagement. Areas suited to such cooperation lie in countering the threat posed by chemical terrorism; fostering capacity building for the peaceful uses of chemistry; promoting education, outreach, and advocacy; monitoring developments in relevant scientific and technological fields; advancing diversity and inclusiveness across organisations; and promoting chemical safety and security, including the development of a chemical security network and culture, where the knowledge, skills, and expertise of Secretariat staff will allow the Organisation to play an important role in support of broader global efforts.
43. The medium-term goal key objectives for the period to 2028 are as follows:
 - (a) The Secretariat reviews, evaluates, and enhances its engagement with other international organisations based on identified and evolving needs, and relevant results-based management criteria, in a coordinated and holistic manner.
 - (b) The Secretariat moves further towards understanding and harnessing transdisciplinary—that is, convergent—scientific and technological expertise, focusing on science and technology of relevance to the implementation of the Convention. This would include strengthening links with other relevant international organisations and, also with support from the SAB, relevant international science advisory mechanisms.
 - (c) The Organisation continues to maintain and strengthen its important role in the global fight against chemical terrorism and the promotion of chemical security by deepening its existing cooperative activities with partners, while at the same time examining potential partnerships with other organisations.

Medium-term goal 10: Strengthened engagement with a broader group of relevant stakeholders

44. Successful implementation of the Convention requires instilling a sense of ownership among relevant stakeholders in the chemical industry, research, academia, non-governmental organisations, civil society, and the public at large, including youth, in order to garner their support and active collaboration. Generating and sustaining such support from a broader base of relevant stakeholders will require that the Organisation establish more regular coherent and strategic interaction with them, to ensure an

accurate understanding of the Convention and the work of the OPCW and to foster closer collaboration. Taking into consideration relevant advice from the Advisory Board on Education and Outreach as well as in-house communications and outreach expertise will continue to support this process. The Organisation will further develop effective networks and partnerships with a variety of stakeholder communities in a coordinated and strategic manner, in order to leverage their expertise to help it address new implementation challenges as they emerge.

45. The Organisation, as a part of its knowledge management, policy, and outreach efforts, will expand its engagement with early and mid-career professionals by creating educational materials and learning resources. These resources will serve the purpose of promoting the Convention at universities, within professional associations, and in industry, and thus contribute to the prevention of the re-emergence of chemical weapons.
46. The medium-term goal key objectives for the period to 2028 are as follows:
 - (a) The Organisation continues leveraging the knowledge, skills, and expertise possessed by external partners to enhance verification activities and capacity-building programmes and tools, to build synergies, and to promote the exchange of information and best practices.
 - (b) Promoting broad understanding of the Convention and its objectives is an important element of implementing the Convention. The Organisation reaches out to a wide range of external stakeholders, including youth, academia, and civil society organisations.
 - (c) A broader network of cooperation with the science and technology community has been established and is promoting responsible scientific practices and approaches within scientific communities and strengthening scientific literacy among non-technical stakeholders, to ensure a better understanding of important scientific concepts and inputs for implementation of the Convention.
 - (d) The Organisation has further developed its relationships with the international and regional chemical industry associations while focusing on developing practical tools and contributions, identifying synergies on topics of common interest such as chemical safety and security, international cooperation and assistance, and verification activities, and addressing the risks posed by non-State actors.

AN ORGANISATION THAT DELIVERS

Medium-term goal 11: Adapted structures and processes, where required, to continue the successful operation of the Organisation

47. To address a spectrum of challenges and deliver on mandates provided for in the Convention and decisions of the policy-making organs, the Organisation must be agile and sustainable. Organisational capability must be underpinned by a fit-for-future workforce with the Secretariat continuing to harness the skills, experience, and perspectives of a geographically diverse and gender-balanced staff. The Secretariat will

continue to support key functions of the Organisation in the three results areas discussed above, and to adapt its structures, resources, and processes, where necessary, to the new circumstances. The Secretariat will further develop its resilience by ensuring that business continuity processes are embedded in the organisational culture.

48. Taken together, these efforts will enable the Organisation to demonstrate its continued relevance and preserve its reputation as the world's multilateral forum for dialogue and cooperation on chemical weapons issues and disarmament.
49. The Convention provides sufficient flexibility for necessary adaptation through policy development, decision making by the policy-making organs, and gradual modifications of work and operational practices.
50. The Secretariat will continue to pursue a human resources strategy that focuses on the key pillars of ensuring an enabling, inclusive working environment where everybody can deliver to their maximum; attracting and managing diverse talent; and the continuous development of effective and efficient human resources policies and procedures that fit current and future needs.
51. In addition to structures and resources, the Secretariat requires effective systems. In order to effectively carry out its mandate, efficient and secure systems are needed to facilitate operations and promote effective decision making. To this end, the Secretariat will prioritise the ongoing development and support of key information systems, as described below:
 - (a) A reliable, multilingual in-room and hybrid conferencing system is essential for bridging geographical distances and bringing stakeholders together virtually.
 - (b) A continuously updated Catalyst platform is needed as a secure and centralised platform for the sharing of information and resources with delegations and other external stakeholders.
 - (c) Efficient financial management systems are vital to ensure transparency and accountability. The OPCW successfully migrated to a modern cloud-based ERP system in the previous period, and that ERP must be kept in alignment with updated business processes, flows, and data analysis needs.
 - (d) Effective human resources management technologies are crucial to enable organisations to attract, select, and onboard new talent efficiently; to facilitate engagement and delivery through learning, development, and performance management; and to drive efficiency through business process improvement that leverages technology.
52. Given the nature of its work and the sensitivity of the information it handles, all of the above systems must be developed with an eye towards advanced cybersecurity practices. By embedding robust cybersecurity technologies and practices directly into the above systems, the Secretariat can safeguard its systems and data, enabling the broader goals of the MTP.

53. The medium-term goal key objectives for the period to 2028 are as follows:
- (a) The Secretariat addresses the need to balance both continuity and change in its organisational structures and processes.
 - (b) The Organisation continues to benefit from a diverse, high-performing workforce.
 - (c) The Organisation's management policies and procedures continue to be modernised to meet current and future needs effectively and efficiently.
 - (d) The key strategic human resources enabler of achieving flexibility in the tenure policy is realised.
 - (e) Proposals for the smooth transition of organisational structures and processes are endorsed by the policy-making organs and subsequently implemented by the Secretariat.

Medium-term goal 12: Enhanced capacities to facilitate collaboration among ad hoc groups of States Parties

54. The Secretariat will continue to enhance its capabilities to support the use of the OPCW as a platform for the deliberation of issues related to the object and purpose of the Convention. Issues that may benefit from such an approach are varied and cut across the three results areas discussed above.
55. The medium-term goal key objectives for the period to 2028 are as follows:
- (a) The Secretariat maintains capabilities for States Parties to convene on issues of interest to groups of them, in order to ensure results-oriented and smooth deliberative processes on such issues.
 - (b) The Secretariat continues to ensure that the processes and methodologies in support of the work of the States Parties and relevant stakeholders continue to respond in the most efficient and timely manner to the requirements with a high-level standard of service.

CONCLUSIONS

56. The Secretariat submits this MTP to accompany the Biennial 2024-2025 Programme and Budget of the Organisation, and in order to advance its adaptation process, so that it can continue to build on the successes of the Convention and the Organisation since 1997. Based on the knowledge and expertise acquired, the Organisation continues a transition process that will allow it to remain a multilateral security instrument that responds to the evolution of the international security environment. States Parties' continued contributions to this process will be crucial to success.

57. In order to continue to achieve the goals of the Convention, the adaptation process will require that the Organisation's verification regime be further developed to enhance its monitoring and analytical capabilities while retaining core expertise, and that its capacity development and engagement efforts be strengthened through enhanced capabilities to analyse and respond to the implementation needs of States Parties. The improvements in a more integrated organisational governance structure and policies outlined above, and new tools such as the ChemTech Centre, will enable the Organisation to continue to implement its disarmament mandate, and to increase its focus on preventing the re-emergence of chemical weapons.

Annex (English only): Key Elements in the Medium-Term Implementation of the
Chemical Weapons Convention

Annex

KEY ELEMENTS IN THE MEDIUM-TERM IMPLEMENTATION OF THE CHEMICAL WEAPONS CONVENTION

