



MEDIUM-TERM PLAN FOR THE PERIOD FROM 2010 TO 2012

Introduction

1. This Medium-Term Plan (MTP) for the period from 2010 to 2012 has been prepared, in accordance with OPCW Financial Regulation 3.8, to accompany the Draft Programme and Budget of the OPCW for 2010 and preliminary estimates submitted to the Executive Council (hereinafter “the Council”) under Financial Regulation 3.8. In line with established practice, it also provides a broad overview of the objectives and programme priorities for the period of the MTP, and identifies desired results, as well as challenges and opportunities.
2. The starting point for this MTP was the plan for 2009 to 2011 (EC-53/S4 C-13/S/1, dated 23 June 2008), as well as the Programme and Budget of the OPCW for 2009 (C-13/DEC.5, dated 5 December 2008). The results that States Parties want to achieve, as expressed in the core objectives that were approved as part of the Programme and Budget of the OPCW for 2005 by the Conference of States Parties (hereinafter “the Conference”) at its Ninth Session (C-9/DEC.14, dated 2 December 2004) and the indicators of achievement proposed for the Draft Programme and Budget for 2010, are reflected in the Annex to this MTP.
3. This MTP sets the context for the Draft Programme and Budget for 2010, and complies with the requirements of the Chemical Weapons Convention (hereinafter “the Convention”) and with the Financial Regulations and Rules of the OPCW.

Core objectives and indicators of achievement

4. The programme objectives and the related key performance indicators (the terminology employed in the Draft Programme and Budget for 2010) for each programme have, in most cases, undergone substantial revision. These are included in the Draft Programme and Budget for 2010. The Technical Secretariat (hereinafter “the Secretariat”) has formulated them with a view to facilitating an assessment of its own performance.
5. The OPCW will continue to make the budgeting process more measurable, by refining the formulation of objectives, of key performance indicators, and of the results of individual programmes. The report on programme performance in 2008 incorporated an indication of the resources available and used, standardised the



reporting format for programmes in a manner that focused on results rather than activities, and included a glossary.

External factors

6. The OPCW will continue to take into account during this period the outcome of the Second Special Session of the Conference of the States Parties to Review the Operation of the Chemical Weapons Convention (hereinafter “the Second Review Conference”), which took place from 7 to 18 April 2008 (RC-2/4, dated 18 April 2008). It should be understood that the Secretariat will, as appropriate, be guided by the Council and the Conference on how these recommendations are to be realised and in what priority.
7. The contributions of the OPCW to international security, disarmament, and non-proliferation will continue to be assessed by the international community in the light of the policies formulated by the United Nations to safeguard worldwide disarmament. This will require that the OPCW continue to examine its objectives, its programme delivery, and the results it achieves against the broad principles and goals set out in its evolving policies.
8. The pace at which chemical weapons are destroyed and at which chemical weapons production facilities (CWPFs) are destroyed or converted is the responsibility of Member States, although governed by strict deadlines. As the Convention’s final deadline of 2012 for the complete destruction of chemical weapons approaches, verification of chemical weapons destruction will continue to represent an important part of the Secretariat’s inspection workload. However, it should be noted that, on the basis of information currently available to the Secretariat (see paragraphs 16 to 21 below), the Secretariat’s verification of the destruction of chemical weapons is projected to remain more or less at the same level as in previous past years. States not Party that possess chemical weapons stockpiles or CWPFs, or both, might join the Convention, and the Secretariat has to be prepared to meet the additional demands for verification and inspection that may result.
9. Governments are expected to continue to restrain public expenditures, particularly in light of the worldwide financial turbulence that began in 2008. The Secretariat must continue to aim to achieve the results Member States call for within the resources available. Prompt payments by States Parties of assessed contributions and of Article IV and V invoices are essential. Some programme delivery may expand, based on the level of voluntary contributions made by Member States.
10. The chemical industry is likely to continue to grow and evolve in many ways relevant to the verification activities of the OPCW. Research into, as well as the development and production of and the trade in, chemicals are likely to involve more countries. The OPCW is therefore likely to see a moderate increase in the geographical spread of facilities subject to declaration and verification.
11. As stated before, developments in science and technology relevant to the object and purpose of the Convention are expected to continue at a fast pace, and this could increase the complexity of verification, create opportunities in international

cooperation and assistance, and offer scope for increasing effectiveness and efficiency in a number of areas.

Internal considerations

12. Challenges for the Secretariat continue to include expanding the transfer of organisational knowledge and institutional memory to ensure business continuity and to support business requirements; improving the management of human resources to suit the overall strategic direction of the Organisation; and ensuring that the utilisation of monies entrusted to the Secretariat is consistent with the purposes for which the appropriations were intended. Alignment of these aspects of administration, together with results-based budgeting (RBB), is key to its further implementation.
13. However, it should be noted again that the Conference has recognised that Secretariat staff members are dedicated, qualified, and well trained, and that they possess the equipment and procedures to carry out their tasks. The OPCW has established an effective international-verification system, and efforts to optimise it are continually being made. The OPCW also remains strongly committed to thoroughly protecting confidentiality, and the Secretariat will continue to refine the implementation of the Confidentiality Regime.

Baseline assumptions regarding resources

14. The basic assumption underlying the preparation both of the Draft Programme and Budget for 2010 and of this MTP is that the size of the overall budget and of its individual components must be kept to the minimum required. The aim is to develop a budget for 2010 that does not exceed expenditure budgeted for in the Programme and Budget for 2009. This approach requires a rigorous analysis of priorities and the identification of efficiencies of operation.

Core objectives and results achievable against them

15. The external trends and pressures and the internal considerations described above suggest that a number of important strategic, organisational, and management issues need continued attention during the period covered by this MTP. These, and their relationship to the core objectives, are outlined below, along with proposals on how the Secretariat might follow up on them, in accordance with decisions by the policy-making organs and bearing in mind the desired results and the potential resource implications.

Core objective 1

Elimination of chemical weapons stockpiles and chemical weapons production facilities subject to the verification measures provided for in the Convention

16. As provided for by the Convention and the relevant decisions of the Conference, Member States that have declared possession of chemical weapons or CWPFs, or both, are responsible for their elimination within the prescribed time frames, and for meeting the costs of related inspections. The role of the Secretariat is to provide assurances, through verification, regarding the quantities of chemical weapons that

have been declared, destroyed, or have yet to be destroyed, and the number of CWPFs that have been declared, that have been destroyed or converted, and that have yet to be destroyed or converted. Verification of the conversion of CWPFs will continue for a 10-year period following conversion, at which time the Council, taking into account recommendations by the Secretariat, will decide on the nature of continued verification measures for each facility. The Secretariat must be able to fulfil these responsibilities in a timely manner and to the requisite standards.

17. The starting point in assessing the results that need to be achieved and the related resource requirements to be met for this objective is the consideration of the likely workload in relation to the verification of chemical weapons disarmament. The number of States Parties that have declared the possession of chemical weapons or of former chemical weapons production capabilities has increased by one, with Iraq's accession to the Convention on 12 February 2009 and its subsequent submission of its initial declaration. Table 1, which is based on the current status of participation in the Convention and on the figures supplied by States Parties as at 30 April 2009¹, also shows the projected number of inspectable facilities under Articles IV and V for each year covered by this MTP.

TABLE 1: PROJECTED NUMBER OF ARTICLE IV AND V INSPECTABLE FACILITIES

Type of Facility ²	2009	2010	2011	2012
CWDF	10	10	11	9
CWPF ³	22	22	22	22
CWSF	15	13	12	7
OACW site	25	25	25	25

18. From the figures in Table 1 and the planned schedules submitted by the States Parties regarding their destruction operations, it is possible to calculate how many inspections will be required and the number of inspector days required to undertake them. The Secretariat has based its calculations in part on inspection-team sizes agreed with States Parties, taking into account the results of optimisation measures and an average of 130 inspector days per inspector per annum. The projected requirements for inspector days are shown in Table 2.

¹ The figures in Table 1 are subject to adjustment by the States Parties concerned, as more information on their destruction plans becomes available. These figures do not include the recently declared Article IV and V facilities in Iraq.

² CWDF = chemical weapons destruction facility; CWSF = chemical weapons storage facility; OACW = old and abandoned chemical weapons.

³ The number of inspectable CWPFs could be lower if inspections as a verification measure are terminated by the Council 10 years after conversion. (This figure does not take into consideration the former CWPFs declared by Iraq, which are still subject to assessment).

TABLE 2: PROJECTED REQUIREMENTS FOR INSPECTOR DAYS FOR ARTICLE IV AND V INSPECTIONS

Type of Facility	2009	2010	2011	2012
CWDFs ⁴	16,501	19,831	24,116	6,113
CWPFs	340	255	100	150
CWSFs	760	840	830	740
OACW sites	375	355	455	455
Totals	17,976	21,281	25,501	7,458

19. This table shows that the planned number of continuously operating CWDFs will continue to make significant calls on the Secretariat's ability to deploy sufficient verification-related resources. It should also be noted that any delays in commissioning new CWDFs or in executing chemical weapons destruction programmes would be likely to significantly reduce the inspection workload projected for the next few years. As of the time of the issue of this plan, the exact dates for the start of operations as well as the duration of destruction activities at facilities currently under construction are unknown; precise information in this respect has yet to be received from the respective States Parties. On the other hand, the Secretariat needs to be able to respond flexibly to potential demands that may arise should new States Parties join the Convention and declare possession of chemical weapons.
20. A steady-state situation is projected for verification at CWPFs (given that 94% of them have been certified as destroyed or converted for legitimate purposes), and at OACW sites. Verification at CWSFs is expected to decrease as stockpiles are eliminated. The OPCW must also be able to conduct the inspections required under Article VI (see below), as well as challenge inspections and investigations of alleged use. The Secretariat will continue its efforts to optimise verification (in particular with respect to Articles IV and V). The scheme for on-call inspectors, whereby inspectors work under a special-service agreement (SSA), needs to be maintained, if the Secretariat is to accommodate the demand for inspections while keeping to realistic resource levels.
21. A steep increase in inspector days is projected for the period of the MTP if all announced destruction facilities become operational. In such a scenario, the Secretariat will have to employ new and/or more SSA inspectors at the minimum-required levels to ensure the validity of the verification activities. This will only be possible if the States Parties concerned and the Secretariat cooperate in minimising the size of inspection teams through the optimisation process (that is, through the constant review of relevant procedures, the installation of adequate monitoring equipment, and so on), while maintaining the same level of assurance in relation to the implementation of the Convention.

⁴ These figures are based on official projections from States Parties regarding operational timelines for CWDFs as per their extension requests and the 90-day reports.

Core objective 2

Non-proliferation of chemical weapons through the application of the verification-and-implementation measures provided for in the Convention, which also serve to build confidence among States Parties

22. The Secretariat provides assurances regarding the non-proliferation of chemical weapons through timely and effective verification as provided for in the Convention. A key determinant in this connection will be the level and quality of Article VI verification activity.
23. The number of inspectable industry facilities producing scheduled or unscheduled chemicals is not expected to change significantly over the next few years. Their geographical distribution is expected to continue to shift towards countries with economies that are developing at a faster pace, particularly in Southern, Eastern, and Western Asia. The number of States Parties that declare these types of facilities, as well as their complexity (particularly with regard to the OCPFs), is also expected to increase moderately.
24. Approximately 10 sampling-and-analysis (S&A) missions in relation to Schedule 2 facilities will continue to be carried out each year during the period from 2010 to 2012, with a possible gradual increase in the number should the resources and budget allow. The Secretariat will review the future trend with regard to Schedule 3 inspections. Establishing a credible level of assurance for non-proliferation remains a priority for all Article VI inspections and, in particular, for OCPF inspections, due to, inter alia, the large number of plant sites that have yet to be inspected. The improved OCPF site-selection methodology initiated by the Director-General will continue to be employed as an interim measure until States Parties reach agreement on how to incorporate the provisions of subparagraph 11(c) of Part IX of the Verification Annex to the Convention (hereinafter the "Verification Annex"), into the selection methodology.
25. An important aspect of this core objective relates to the implementation by Member States of the Convention's requirements regarding controls on transfers of scheduled chemicals. The monitoring of aggregate national data (AND) should be further refined, so as to facilitate the identification of follow-up measures in the context of core objective 6, which covers the implementation of Article VII obligations.
26. This monitoring function will be enhanced by the completion, during the period covered by this MTP, of the Verification Information System (VIS), which will support all verification activities under Articles III, IV, V, and VI. The VIS will comprise an industry component, a chemical weapons component, and a variety of analytical tools.

Core objective 3

Assistance and protection against chemical weapons, their use, or threat of use, in accordance with the provisions of Article X of the Convention

27. The Secretariat will also continue to make the OPCW's capacity to deliver assistance under Article X more predictable through the provision of assistance by States Parties, by their taking one or more of the following measures (paragraph 7 of Article X of the Convention):
- (a) to contribute to the voluntary fund for assistance established by the Conference at its First Session;
 - (b) to conclude, if possible not later than 180 days after the Convention enters into force for it, an agreement with the Organisation concerning the procurement, upon demand, of assistance; and
 - (c) to declare, not later than 180 days after the Convention enters into force for it, the kind of assistance it might provide in response to an appeal by the Organisation.
28. The Conference at its Twelfth Session "stressed the importance of achieving and maintaining a high level of readiness of the Secretariat of the OPCW, as well as of its States Parties, with respect to provision of timely and needed assistance and protection against the use or threat of use of chemical weapons within the context of Article X of the Convention" (paragraph 21.7 of C-12/7, dated 9 November 2007). The Second Review Conference also welcomed the progress that had been made on Article X since the First Special Session of the Conference of the States Parties to Review the Operation of the Chemical Weapons Convention, but noted that there was scope for further efforts, both by Member States and the Secretariat, in order to achieve and maintain the high level of readiness of the OPCW. The third exercise on delivery of assistance (ASSISTEX III) will take place in Tunisia in October 2010. This exercise will enable the Secretariat to test the capacity of the OPCW to coordinate and deliver assistance in case of use or threat of use of chemical weapons. During the period covered by this MTP, further deliberations will be carried out with States Parties to continue to strengthen the existing measures for emergency assistance. Cooperation with other relevant international organisations on emergency responses to the use or threat of use of chemical weapons will continue to be further developed.
29. The OPCW will continue to support the Council's Open-Ended Working Group on Terrorism, maintain contacts and exchanges with relevant international, regional, and subregional organisations in the field of counter-terrorism and non-proliferation, and support the United Nations counter-terrorism strategy by participating in the work of the United Nations Counter-Terrorism Implementation Task Force (CTITF). The Secretariat will also, on a priority basis, continue developing joint activities, particularly in the sphere of Article X and XI and national implementation of the Convention. These activities continue to be conducted in accordance with the objectives defined by the Convention and relevant decisions of the policy-making organs, as well as in compliance with the OPCW's confidentiality policy.

Core objective 4

Economic and technological development through international cooperation in the field of chemical activities for purposes not prohibited under the Convention in accordance with Article XI

30. The Secretariat contributes to this objective by implementation of projects in the following four broad strategic areas: integrated chemicals management, enhancement of chemical analytical skills, chemical-knowledge promotion and exchange, and chemical-industry outreach. The flagship Associate Programme of the International Cooperation Branch (ICB) is implemented under the integrated chemicals management focus area. In relation to chemical-knowledge promotion and exchange, the Secretariat sponsors participants and resource persons in scientific conferences (the Conference-Support Programme) and provides support for small research projects and internships (the Programme for Support of Research Projects and the Internship-Support Programme). In addition, the promotion of education and outreach on issues relating to the Convention and collaboration in programmes dedicated to the International Year of Chemistry 2011 is being proposed. In regard to the third focus area—the enhancement of chemical analytical skills—the Secretariat runs well-established analytical-skills development courses, and facilitates the exchange of equipment and improvements in the technical competence of laboratories (the Equipment-Exchange Programme and the Laboratory-Assistance Programme). In the light of further reviewing and developing the capacity-building programmes, the ICB has begun focusing on a new strategic area: chemical-industry outreach. This area includes several projects related to chemical-process safety management in small and medium enterprises in the emerging chemical industry of developing countries.
31. Particular challenges and issues for the Secretariat with respect to core objectives 3 and 4 include the balance between the quality and the quantity of programmes, the Secretariat's preparedness and ability to adapt traditional approaches to programme delivery—where experience and RBB principles point to a need for flexibility and change—and the extent to which all the financial resources available (from the Programme and Budget proper and from voluntary contributions) can be managed as a coherent whole. Demands on the International Cooperation and Assistance Division (ICA) show no signs of decreasing in the medium term. The ICA will further develop its ability to evaluate its own programmes in order to enhance its efficiency and to further refine its future activities accordingly. The ICA will also continue to rely on assistance from other units of the Secretariat, such as the Verification Division, the Inspectorate Division, the Health and Safety Branch, and the Office of the Legal Adviser in carrying out its activities. Furthermore, the ICA will continue to develop relations with relevant international organisations in regard to planning and formulating projects for the promotion of the peaceful uses of chemistry. In this, as in other areas of the ICA's work, the Programme for Africa, which has added a new dimension and thrust to programmes of international cooperation, will continue to be an area of focus and support.

(Supporting) core objective 5*Universal adherence to the Convention*

32. While the goal of universality has advanced significantly, with currently 188 States Parties to the Convention, the Secretariat will continue, in accordance with the exhortation of the Second Review Conference, its efforts to fully achieve the goals of the action plan on universality (EC-M-23/DEC.3, dated 24 October 2003). This has been reaffirmed by the successive sessions of the Conference, as well as the Second Review Conference (C-10/DEC.11, dated 10 November 2005; C-11/DEC.8, dated 7 December 2006; C-12/DEC.11, dated 9 November 2007; and RC-2/4).
33. The Secretariat will, therefore, strive to encourage the seven remaining States not Party (as at the date of issuance of this MTP) to join the Convention at the earliest opportunity. It will seek to sustain dialogue with such States and to involve them in OPCW activities. In order to make further progress, the Secretariat will utilise available opportunities to enhance its contacts with countries in these regions, and maintain in its strategy for achieving universality the need for cooperative approaches with regional and international organisations, as well as with Member States.
34. In addition, the Secretariat will continue to coordinate actions for the effective delivery of common goals related to this objective and to national implementation (see core objective 6 below) through an approach that involves teamwork across the Secretariat and close coordination with the efforts being made by Member States.

(Supporting) core objective 6*Full and effective implementation by States Parties of the provisions of Articles III, IV, V, VI, and VII of the Convention*

35. Since its Eighth Session, (C-8/DEC.16, dated 24 October 2003), the Conference has, on an annual basis, taken decisions regarding the implementation of Article VII obligations. It has stressed that it is imperative for States Parties that have yet to fulfil their obligations under Article VII to do so without delay. A decision taken by the Conference at its Twelfth Session (C-12/DEC.9, dated 9 November 2007) reiterated this, and further encouraged States Parties and the Secretariat to continue to work towards achieving full implementation of Article VII decisions. The achievement of this core objective will require continued, coordinated efforts by the Secretariat and States Parties, including those that provide assistance to other States Parties on request.
36. The Secretariat will, as a matter of priority, continue to assist, on request, those States Parties that have yet to fully implement their Article VII obligations. It will particularly take into account the requirements of new States Parties that request assistance to establish their National Authorities, as well as to draft and enact legislation, and adopt the necessary administrative measures to implement the Convention. The Secretariat will continue to make démarches to the States Parties concerned and will prioritise its activities accordingly.
37. Following the adoption of national implementing legislation, States Parties are increasingly requesting assistance with the drafting of subsidiary regulations; in

addition, they are seeking advice on formulating practical measures in regard to enforcement and on how they can comply with particularly complex technical-implementation issues, such as those relating to Article VI (including complying with the transfer provisions of the Convention). Accordingly, the Secretariat will continue to provide technical evaluations and support to States Parties in order to facilitate effective national implementation. In these efforts, it will endeavour to further sensitise and create awareness regarding the Convention's requirements amongst relevant stakeholders, including parliamentary representatives, justice authorities, customs authorities, and chemical-industry representatives. The Secretariat will continue to encourage States Parties to participate in its activities, as appropriate, and will continue to ease networking within and among regions. The Secretariat will also continue to facilitate mutual cooperation through regional and subregional meetings.

38. The Secretariat will continue to coordinate its activities with those Member States whose bilateral outreach programmes have had, and will continue to have, a significant impact on the achievement of this key objective. Additional resources will be provided in 2010 for temporary staff with legal and technical expertise in order to assist Member States with these important activities.
39. The Secretariat will continue to develop activities on the issues that emerged from the Second Review Conference, especially in the areas of safety and security at chemical plants and relationships with the Convention's stakeholders.

(Operational) core objective 7

Full, effective, and non-discriminatory implementation of all provisions of the Convention by the OPCW

40. The Director-General, with the support of his Senior Management team, is responsible for ensuring that the Secretariat performs to the requisite standards.
41. This task involves three related elements: the availability of resources, their efficient use, and operational improvements. Where appropriate, a task-force approach is used by which personnel from the units working on a particular issue are brought together under the leadership and guidance of the appropriate Director.

Availability of resources

42. The size of the overall Programme and Budget for a given year, and the size of its individual components, will continue to be kept to the minimum required, but at the same time, budget allocations must continue to provide the resources needed to achieve the desired results. The Secretariat must, therefore, continue to demonstrate to States Parties that requests for resources are reasonable and that those resources are being efficiently used. For their part, States Parties must ensure that assessed contributions and reimbursements under Articles IV and V are paid in full and on time.

Efficient use of resources

43. The Secretariat will further improve operational performance, teamwork, and the efficient use of resources. These efficiencies permitted zero nominal growth budgets in 2006, 2007, and 2008. For 2010, the proposed budget is a zero-nominal growth budget compared to the 2009 approved budget.
44. Efficiencies include:
- (a) rigorous financial estimates that take into account actual expenditure patterns in previous years, as well as carefully analysed projected costs in future years;
 - (b) the consolidation of the benefits resulting from the RBB approach, and the refining of objectives and performance indicators in order to measure results;
 - (c) the achievement of savings in order to offset increases in costs;
 - (d) recognition of priority spending areas across the Secretariat and diversion of resources to meet these new priorities;
 - (e) the continuation of the automation of functions, such as asset management, travel, recruitment, and procurement;
 - (f) the continuation of achievements of optimisation in verification activities and methodologies;
 - (g) improved evaluation and review of programmes, including in international cooperation and assistance; and
 - (h) a comprehensive programme to replace major items of equipment over a reasonable period of time.
45. As part of his strategic management role, the Director-General will continue to provide guidance and direction, effective governance and accountability, and organisational management and leadership within the OPCW to support the Secretariat's wider activities.

Enabling strategies

46. Key strategies, which have been developed to varying stages, include the following:
- (a) A strategy for the management of human resources: Priority will be given to further improving recruitment procedures, and to performance and post management.
 - (b) An improved financial-management system: The Secretariat will continue to assist Member States that use the mechanism, adopted by the Conference in 2006 (C-11/DEC.5, dated 7 December 2006), to reschedule assessments in arrears. The Secretariat will phase in the International Public Sector Accounting Standards (IPSAS), which the United Nations projects that it will

adopt by 2010. Support will be provided to Member States on their consideration of a possible mechanism to manage and respond to the effects of fluctuating exchange rates.

- (c) Regular updating of the information-services strategic plan: SMARTStream will continue as the OPCW's enterprise-resource-planning software and will be pro-actively maintained and upgraded periodically to integrate business processes. This plan will include an assessment of the eventual replacement of the existing enterprise-resource-planning software. Other specific projects include:
- (i) support for the completion of the different VIS modules (core objectives 1 and 2);
 - (ii) the development of phase 2 of the electronic declaration software for National Authorities (EDNA) (core objectives 1 and 2);
 - (iii) the pro-active support of the OPCW Central Analytical Database (core objective 2), of the data bank on protection (core objective 3), and of the National Implementation Profile System (core objective 4);
 - (iv) upgrade and enhancement of the National Implementation Profile System to enable more accurate tracking of the implementation activities of the Secretariat and the achievements of States Parties (core objective 4);
 - (v) further development of the OPCW website to provide more focused and more helpful information to States Parties and States not Party about the current agenda and future challenges, while recognising the limitations of some States Parties with regard to access to the website (core objective 5); and
 - (vi) continued development and updating of printed information on the OPCW, its objectives, and its programmes to assist States Parties to be provided to those States Parties that face challenges in accessing information on the internet.
- (d) Knowledge transfer and business continuity: These key strategies provide, respectively, for the orderly transfer of information from departing to incoming staff and for continuity of operations in case of emergencies. Managers will continue to improve the implementation of these plans.
- (e) Improved procurement services: Further automation and the Procurement Manual—to be issued in 2009—will lead to a streamlined, more transparent procurement process that will involve best practices and offer better value for money. Procurement and other aspects of OPCW operations will continue to emphasise “sustainability”, that is, the efficient use of resources, including environmentally friendly programmes, such as recycling.

- (f) Confidentiality and security: With regard to confidentiality and information security, in 2010 the Secretariat intends to be fully compliant with all relevant aspects of the international standard for best practices in information security, ISO 27001/27002 (formerly ISO 17799). Rather than seeking formal certification in this area, the Secretariat will continue to rely on the external Security Auditor Team (SAT) to measure overall compliance with this standard and related initiatives tied to business-continuity planning, security auditing/logging capabilities, the implementation of new security technologies, and the testing of implemented information-security control measures. Efforts in this area will allow the Secretariat to ensure information technology systems are well defended against unauthorised access and will continue to protect the confidentiality, integrity, and availability of sensitive OPCW information.
- (g) Internal oversight: The Office of Internal Oversight (OIO) will continue, as it has in the past, to provide high standards of audit recommendations in order to support management in identifying opportunities to improve the functioning and “value-for-money” of programmes and operations.
- (h) Major priorities identified for 2010 by the OIO include targeted reviews of programme management and of internal financial, confidentiality, information, staffing, procurement, and security-control systems and processes to ensure probity in the activities of the Secretariat.
- (i) Recording of OPCW assets: A centralised property management system will be implemented by the end of 2009 and will provide for reporting on assets in accordance with IPSAS standards.

Annex:

Core Objectives and Indicators of Achievement, as Presented in the Programme and Budget of the OPCW for 2010

Annex

**CORE OBJECTIVES AND INDICATORS OF ACHIEVEMENT,
 AS PRESENTED IN THE PROGRAMME AND BUDGET
 OF THE OPCW FOR 2010**

1. The OPCW's programmes and resourcing are directed towards its *core objectives* (or corresponding "outcomes") reflecting the mandates and required results established by the Convention.
2. These core objectives and indicators of their achievement are listed in the table below:

TABLE 3: OBJECTIVES AND INDICATORS OF ACHIEVEMENT FOR THE PROGRAMME AND BUDGET OF THE OPCW FOR 2010⁵

Core Objectives	Indicators of Achievement
1. Elimination of chemical weapons stockpiles and CWPFs subject to the verification measures provided for in the Convention.	(a) Results of all destruction activities related to elimination of chemical weapons and their production facilities, as confirmed by systematic verification in accordance with the Convention. (b) Results of conversion of CWPFs for purposes not prohibited under the Convention, as confirmed by verification in accordance with the Convention. (c) No undetected removal of chemical weapons except for destruction takes place at CWSFs, as confirmed during systematic verification of these facilities.
2. Non-proliferation of chemical weapons, through the application of the verification and implementation measures provided for in the Convention, which also serve to build confidence between States Parties.	Assessment of the extent to which the relevant verification and implementation provisions of the Convention are met, and in particular: (a) Assessment of the extent to which the inspection aims of systematic inspections of Schedule 1 facilities stipulated in the Convention were attained, taking into account the factors provided for in Part VI(E) of the Verification Annex. (b) Assessment of the extent to which the inspection aims of inspections of Schedule 2 facilities stipulated in the Convention were attained, taking into account the factors provided for in Part VII(B) of the Verification Annex.

⁵ Some indicators of achievement may be relevant to more than one objective.

Core Objectives	Indicators of Achievement
	<p>(c) Assessment of the extent to which the inspection aims of inspections of Schedule 3 facilities stipulated in the Convention were attained, taking into account the factors provided for in Part VIII(B) of the Verification Annex.</p> <p>(d) Assessment of the extent to which the inspection aims of inspections of OCPFs stipulated in the Convention were attained, taking into account the factors provided for in Part IX(B) of the Verification Annex.</p>
<p>3. Assistance and protection against chemical weapons, their use, or threat of use, in accordance with the provisions of Article X of the Convention.</p>	<p>(a) Number, nature, and results of responses to requests for expert advice and/or assistance under paragraph 5 of Article X.</p> <p>(b) Effective functioning of the data bank of protection-related information established pursuant to paragraph 5 of Article X.</p> <p>(c) The OPCW's readiness to coordinate delivery of assistance against chemical weapons in response to a request.</p> <p>(d) The OPCW's capacity to conduct an immediate investigation and to take emergency measures of assistance against chemical weapons in response to a request.</p> <p>(e) Number of States Parties providing information annually pursuant to paragraph 4 of Article X.</p>
<p>4. Economic and technological development through international cooperation in the field of chemical activities for purposes not prohibited under the Convention in accordance with the provisions of Article XI.</p>	<p>(a) Quantity, quality, and results of cooperation relating to peaceful uses of chemistry.</p> <p>(b) Qualitative response to requests for international cooperation for economic and technological development in the field of chemical activities.</p>
<p>5. Universal adherence to the Convention.</p>	<p>(a) The number of States that are Party to the Convention.</p> <p>(b) The percentage of States not Party that have reached each of two stages of interest/participation; the first level indicated by requests for information and participation, the second by requests for assistance and/or active consideration of membership by national bodies.</p>

Core Objectives	Indicators of Achievement
6. Full and effective implementation by States Parties of the provisions of Article VII of the Convention.	The percentage of States Parties reaching each of three defined levels of implementation, which are based on an assessment of each State Party's national implementation profile.
7. Full, effective, and non-discriminatory implementation of all provisions of the Convention by the OPCW.	Efficient and effective operation of the policy-making organs and the Secretariat in accordance with Article VIII, including through: <ul style="list-style-type: none">• delivery of programme outputs on time and within the agreed budget.• timely and efficient preparation and conduct of meetings.