

**NOTE BY THE TECHNICAL SECRETARIAT****MEDIUM-TERM PLAN OF THE ORGANISATION
FOR THE PROHIBITION OF CHEMICAL WEAPONS
2020 – 2024****INTRODUCTION**

1. This Medium-Term Plan (MTP) has been prepared for the period from 2020 to 2024. It is intended to endure until its revision as a follow-up to the next Review Conference, unless otherwise required by external developments or decisions taken by the Organisation's policy-making organs. This MTP replaces the plan for the period from 2017 to 2021 (EC-83/S/1 C-21/S/1, dated 8 April 2016) and provides direction for the annual planning process. In accordance with Financial Regulation 3.8, it accompanies the Programme and Budget of the OPCW for 2020 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, or engagement 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 2024, within which it will operate. These assumptions and risks include the following:



- (a) The verified destruction of currently declared chemical weapons stockpiles will remain on track for completion in the United States of America. The verified elimination of non-stockpile chemical weapons (recovered abandoned and old chemical weapons) will remain an important goal of the Organisation.
- (b) States not yet Party to the Convention may join as chemical weapons possessor States.
- (c) The use or threat of use of chemical weapons 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 strengthen its capabilities to deal with non-State actors, especially terrorist groups, but also organised criminal groups and individuals.
- (d) Chemical weapons-related knowledge and expertise will be retained by the Organisation, combined with a rapidly deployable surge capacity in case of requests for challenge inspections (CIs) or investigations of alleged use (IAUs), in support of other non-routine operations, and in response to requests for assistance from States Parties.
- (e) Advances in science and technology will continue to evolve, driven by the convergence of traditional scientific disciplines, collaboration at both national and international levels, and innovative funding strategies. Enabling technologies will be adopted into daily life and become operational across a broad range of industries and sectors. Especially relevant for the Convention is their use in chemical production, processing, and disposal applications, as well as in verification related activities.
- (f) The chemical industry will become increasingly digitalised and integrate new technologies into routine use, requiring the Technical Secretariat (hereinafter “the Secretariat”) to maintain familiarity with broader ranges of production equipment and processes.
- (g) The Organisation will fund new priorities in the areas of verification, capacity development, engagement, and organisational governance, despite financial constraints as currently experienced by several Member States.
- (h) The approaching completion of global chemical weapons disarmament is providing an opportunity for the Organisation to re-prioritise the current seven core objectives in a way that is responsive to changing strategic circumstances, and with a focus on preventing the re-emergence of chemical weapons.
- (i) Financial pressures on the Organisation will continue to be acute as a result of rising costs due to inflation, and will not be mitigated by any commensurate decrease in operational requirements.
- (j) Political factors may impact the progress of the OPCW’s work.

6. Preventing the re-emergence of chemical weapons goes beyond the Convention's verification regime and non-proliferation efforts. It comprises activities in traditional results areas of the Organisation, and will contain elements of verification, capacity development, improved national implementation, effective national protective programmes, engagement with relevant stakeholders through education and outreach activities, promotion of responsible use of science, the continued pursuit of universality, as well as the monitoring of relevant new developments in science and technology. Dependable results will require implementing activities in each of these areas in a coherent and systematic manner.
7. In light of the complexity of such a holistic approach to preventing the re-emergence of chemical weapons, achieving and measuring results will be a more complex task than was hitherto the case, cutting across the traditional programmatic areas of the Organisation. This requires (1) enhanced resilience and adaptive capacity, including through the adoption of additional new, project-based working methods and tools; (2) continued focus on improving results-based management (RBM); and (3) strengthened knowledge-management structures and processes.
8. Utilising these three strategic enablers, the Organisation will continue to achieve results in four broad areas: verification, capacity development, engagement, and organisational governance. With a view to staying fit for purpose, while also maintaining the Organisation's integrity and reputation over the coming years, the Secretariat will continue to monitor and address risks that may threaten to undermine the achievement of the Organisation's goals.
9. 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 key indicators of achievement for the period up to 2024. 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: Support built for re-balancing the Convention's verification regime from disarmament to preventing the re-emergence of chemical weapons

10. With the increasing achievement of results in the area of disarmament of declared chemical weapons, preventing their re-emergence will assume greater importance in order for the Organisation to stay relevant. While the scope of activities to be conducted to prevent the re-emergence of chemical weapons goes beyond the Convention's verification regime, the shift will be significant here too, with the considerable reduction of destruction-related verification activities from 2023 onward.
11. To maintain a viable verification regime that continues to ensure confidence in compliance, the Organisation will need to continue building support among States Parties, in order to adapt its verification practices. These will have to be based to a greater extent than before on the use of credible information to augment analytical capabilities within the Secretariat. The commitment of the Organisation to adapt its

verification practices to new developments was demonstrated by the Conference of the States Parties (hereinafter “the Conference”) at its Fourth Special Session.

12. The key performance indicators (KPIs) for the period to 2024 are as follows:
 - (a) Continuing verification activities with a view to confirming the destruction of the remaining declared chemical weapons stockpiles by 2023.
 - (b) Maintaining the Secretariat’s readiness to accommodate the possible accession of new possessor States Parties, including verifying chemical weapons destruction.
 - (c) Developing a more evidence-based approach to verifying compliance with the Convention.
 - (d) Retaining and augmenting chemical weapons-related knowledge in the Secretariat for the purpose of being able to address concerns about non-State actors, potential new possessor States, and relevant new technologies which could become available.

Medium-term goal 2: Augmented routine verification activities with a risk management system

13. Evaluation of declared data and verification of the information through on-site inspections will remain an essential part of the Organisation’s routine verification activities. In order to maintain the alignment of the verification regime with the goal of preventing the re-emergence of chemical weapons, the Organisation will enhance its analytical capabilities, strengthening a system that is geared towards the compilation, validation, and evaluation of information, with a view to enabling a more holistic assessment of risks to the Convention and how it is implemented.
14. The Organisation will continue to review the performance of the methods used to select plant sites for Article VI inspections, taking into account recommendations by States Parties, as well as the ongoing growth and expanded capabilities of the global chemical industry.
15. The Organisation will also address the relevance of a broader spectrum of toxic chemicals and their precursors that may fall within its mandate, ranging from toxic industrial chemicals, to toxins and bioregulators, to chemicals used for example in medicine or law enforcement, including those acting on the central nervous system.
16. The KPIs for the period to 2024 are as follows:
 - (a) The Secretariat assists States Parties in submitting all their declarations in a timely, complete, and accurate manner through wide-ranging as well as tailored support, including e-learning, bilateral consultations and technical assistance visits.
 - (b) The development of a risk management system is supported through the establishment of an augmented verification information management structure,

improved situational awareness, and the acquisition and use of additional databases.

- (c) The Secretariat strengthens the existing Verification Information System and expands its content to comprehensively capture all declaration and verification information from related parts of the Convention.
- (d) The Secretariat continues to enhance the effectiveness and efficiency of verification activities, including through further development of electronic declaration tools and the increased use of secure electronic information transfers.

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

- 17. Effective means and tools for consultation, cooperation, and fact finding will continue to be essential for addressing and resolving non-compliance-related concerns within the framework of the Convention. The Secretariat will accordingly need to maintain the resources, technical competence, operational readiness, and professional skills needed to facilitate consultation and cooperation, to deliver assistance, and to conduct CIs, IAUs, and other non-routine operations, such as OPCW fact-finding missions, Investigation and Identification Team missions, technical assistance visits, or joint missions with other international organisations.
- 18. The Secretariat will also continue efforts to enlarge the number and geographical scope of laboratories designated for the analysis of authentic samples. To mitigate any loss of chemical weapons-related knowledge and expertise, the Secretariat will develop new concepts, measures, and partnerships to enable it to maintain readiness to conduct non-routine operations.
- 19. The KPIs for the period to 2024 are as follows:
 - (a) The Secretariat has increased the efficiency and effectiveness of structures and processes to learn from non-routine operations and implement lessons learned for future use. In this context, the Secretariat has enhanced its capability to use satellite imagery and other remote verification methods for the conduct of all types of non-routine operations.
 - (b) A set of measures is implemented, such as knowledge management processes and information management tools, enabling the Secretariat to proactively address knowledge retention and transfer with a particular emphasis on preventing the loss of knowledge related to chemical weapons—including, for example, on their production, safe handling, detection, and destruction.

Medium-term goal 4: Strengthened capability of the Organisation to monitor scientific and technological developments of relevance to the Convention

- 20. Effective implementation of the verification regime in all aspects will be guided by technological change. This will require continuous review of science and technology advances, in particular detection, analysis, countermeasures, and protective

technologies. Relevant units of the Secretariat, including the OPCW Laboratory, along with partner designated laboratories, will explore new 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).

21. Developments in science and technology will inform the Organisation's course of action in developing enhanced capabilities to monitor a broader spectrum of relevant toxic chemicals falling within its mandate. In this context, the Organisation will use relevant advice from the SAB, as well as augmented in-house scientific and technical resources.
22. These resources will be further strengthened by the new and enlarged facilities available at the new Centre for Chemistry and Technology, which will focus on new technologies that become increasingly relevant, while maintaining a strong scientific and technological base for existing sampling and analysis activities.
23. The KPIs for the period to 2024 are as follows:
 - (a) The Secretariat will retain and continually enhance a robust and flexible system to review science and technology relevant to the Convention. To this end, it will continue to recruit specialised staff competent in extracting information from large amounts of data, make use of appropriate tools for handling large data sets, and strengthen contacts with relevant international organisations, academia, and chemical industry.
 - (b) The Secretariat will augment the state-of-the-art methods and technologies for sampling and analysis currently at its disposal and ensure that staff are kept abreast of and trained in these, and actively continue to develop capabilities in chemical forensics, incorporating advice from the SAB and in consultation with the Secretariat's network of designated laboratories, including for the analysis of toxins as well as biomedical and other samples.
 - (c) The Organisation will complete the transformation of the current OPCW Laboratory into the new Centre for Chemistry and Technology.
24. In addition, the Organisation has the necessary tools, procedures, and skilled and experienced staff in place to achieve the four medium-term verification goals, in particular for data monitoring, analysis and interpretation, and independently verifying the accuracy and veracity of information received.

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

Medium-term goal 5: Augmented assistance and protection capabilities of the Organisation in support of its focus on the re-emergence of chemical weapons, both in terms of prevention and response

25. Different dimensions of capacity development, such as improving national implementation of the Convention and the assistance and protection measures against chemical weapons, support the Convention as a global instrument for ensuring security against chemical weapons, which includes preventing the re-emergence of chemical weapons. Such re-emergence could also manifest itself through the acquisition and/or use of chemical weapons by non-State actors. As a result, the relevant provisions of the Convention to prepare for and respond to chemical weapons attacks by such actors apply as well. The Organisation therefore has an important role in contributing to the global fight against terrorism and to the development of a chemical security culture more broadly.
26. As long as there is a possibility of the use or threat of use of chemical weapons, 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. Such enhanced capabilities exert an important deterrent effect. The Organisation 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.
27. The Secretariat will continue to maintain a state of readiness to respond to requests for assistance from States Parties pursuant to Article X, in terms of an IAU, assistance coordination and assessment, or the Rapid Response and Assistance Mission (RRAM), which provides emergency measures of assistance to States Parties on short notice.
28. The KPIs for the period to 2024 are as follows:
 - (a) Continuing support by the policy-making organs of capacity development activities, in particular in the areas of assistance as well as protection and response measures, with the goal of preventing the re-emergence of chemical weapons.
 - (b) Strengthened in-house expertise of the Secretariat in order to enhance capacity development activities in the area of prevention and response to the hostile release of toxic chemicals, including possible attacks on chemical installations and transportation infrastructure. As part of this, the Organisation will expand its networking with other international organisations in order to prepare for and respond to major incidents involving the hostile use of toxic chemicals by any actor.

- (c) The Secretariat continues to pursue in a systematic manner the establishment of viable regional 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, pursuant to Article X, following the use or threat of use of chemical weapons.
- (d) The Organisation has developed into a leading global platform for issues related to chemical security, and for establishing a chemical security culture.

Medium-term goal 6: Enhanced capacity development for national implementation, and international cooperation

- 29. The Secretariat will augment its capacity development portfolio, also with a view to ensuring the long-term engagement of States Parties for which the security benefits of the Convention are less immediate. The Organisation will therefore ensure that capacity development activities are results-oriented and based on national needs assessments, are implemented in an efficient, effective, and sustainable manner, and create added value for the OPCW, so that the peaceful uses of chemistry continue to be promoted.
- 30. The Secretariat will encourage States Parties to pursue a comprehensive approach to national implementation which encompasses, apart from the adoption of administrative and legislative measures, a broad range of actions domestically. In this regard, the Secretariat will promote the use of a National Implementation Framework, which should be used as the basis for producing a comprehensive needs assessment and Convention national implementation action plan in cooperation with national stakeholders and with the support of the Secretariat, if requested.
- 31. In terms of international cooperation, the Secretariat will continue to identify opportunities and activities that assist States Parties in the development of technical capacities to foster the peaceful use of chemistry. Focus areas will include chemical safety and security management, promoting and exchanging chemical knowledge, as well as enhanced support for laboratories in developing countries, leveraging the network of designated laboratories and using the OPCW Centre for Chemistry and Technology, once completed. 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.
- 32. The KPIs for the period to 2024 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 key areas of the Convention.

- (b) 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.
- (c) The Secretariat has expanded its capacity-building toolbox and established new partnerships with science and technology communities, academia, industry, and international entities for the advancement of peaceful, safe, and sustainable uses of chemistry.
- (d) The Secretariat provides tailored support and guidance to States Parties that have volunteered to apply a National Implementation Framework, and communicates to all States Parties the benefits of the Framework as a tool for assessing risks to chemical security and for the planning of appropriate measures to address them.

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

- 33. 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 be crucial to ensuring that results continue to be achieved in an efficient, effective, and sustainable manner. This will complement the regular risk-based evaluations undertaken by the Office of Internal Oversight and will require a coordinated approach across the Secretariat.
- 34. 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 enable the Secretariat to provide credible, evidence-based recommendations to the policy-making organs for strengthening the achievement of results in capacity development. 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.
- 35. The KPIs for the period to 2024 are as follows:
 - (a) Increased support and feedback from States Parties for an enhanced evaluation approach in the Secretariat.
 - (b) Improvement of evaluation capabilities of the Secretariat, including an improved evaluation system, strengthened internal coordination, and the provision of augmented resources for analysis of outcomes and assessment of impacts in respect of capacity development activities undertaken, against States Parties' performance in national implementation.

- (c) Commitment by States Parties to using capacity development provided by the Organisation, and evaluations thereof, to ensure effective implementation of the Convention.

ENGAGEMENT TO UTILISE OTHERS' CAPABILITIES

Medium-term goal 8: Augmented efforts to reach universality

- 36. Achieving universal adherence to the Convention will remain a high priority to ensure the integrity and comprehensive reach of the Convention as a guarantor of global security against chemical weapons. With very few remaining States not Party to the Convention, a tailored approach will be taken to develop concrete proposals, including measures to persuade those countries to reconsider their position. 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.
- 37. The KPIs for the period to 2024 are as follows:
 - (a) The further entrenchment of the Convention as a universally accepted global norm against the hostile use of toxic chemicals is utilised in order to continue to pursue its universality.
 - (b) Concrete proposals for the Secretariat and States Parties to continue to persuade States not Party to join the Convention are developed and implemented with a view to reduce the number of such States.

Medium-term goal 9: Enhanced and sustainable collaboration with other international organisations

- 38. The complex and often unforeseen nature of challenges the Organisation gives rise to calls for the augmentation of its networking with other relevant international and regional organisations and mechanisms. This will benefit the identification of synergies in the activities carried out in cooperation with them. Areas for broader and deeper engagement are many, ranging from capacity development to science and technology, to non-routine verification activities, to the global fight against terrorism.
- 39. 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. Two areas particularly suited to such cooperation lie in countering the threat posed by chemical terrorism and in promoting chemical 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.
- 40. The KPIs for the period to 2024 are as follows:
 - (a) The Secretariat continues to enhance its engagement with other international organisations.

- (b) The Secretariat moves further towards harnessing and understanding transdisciplinary—i.e. 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 has developed into a leader among international organisations in the global fight against chemical terrorism and the promotion of chemical security.

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

- 41. Successful implementation of the Convention requires instilling a sense of ownership among relevant stakeholders in the chemical industry, research, academia, non-governmental organisations, and civil society, 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 interaction with them, with a view to soliciting their views and ensuring an accurate understanding of the Convention and the work of the OPCW. The Advisory Board on Education and Outreach (ABEO), established in accordance with a decision by the Conference at its Twentieth Session, will continue to support this process. The Organisation will further develop effective networks and new partnerships with different stakeholder communities in order to leverage their expertise to help it address new implementation challenges as they emerge.
- 42. The KPIs for the period to 2024 are as follows:
 - (a) The Organisation pursues a more strategic approach to its stakeholder engagement with a view to ensuring that the Organisation's education and outreach activities are evidence-based, effective, sustainable, and cost effective.
 - (b) Promoting awareness of the Convention and its objectives is considered an important element of implementing the Convention, continues to be supported by the ABEO, and has been adopted as a priority by States Parties in their national school and university curricula.
 - (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 relationship with the chemical industry globally, through proactive engagement and common projects in support of the Convention.

AN ORGANISATION THAT REMAINS FIT FOR PURPOSE

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

43. Developments in the Organisation's external environment and achievement of some of its objectives—most notably in the verified elimination of declared chemical weapons stockpiles—will require the Organisation to evolve in order to remain fit for purpose. To this end, the Secretariat will have to 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. In this context, the new OPCW Centre for Chemistry and Technology will augment the current capabilities of the Organisation, including in the relevant areas of verification, capacity building, international cooperation, and knowledge management.
44. Taken together, these efforts will enable the Organisation to demonstrate its continued relevance and preserve its reputation as the world's multilateral forum for constructive dialogue and cooperation on chemical weapons issues. In order to achieve as large a buy-in as possible for the path ahead, the Organisation will make full use of principles such as inclusiveness, transparency, and consensus building.
45. The Convention provides sufficient flexibility for the necessary adaptation through policy development, decision making by the policy-making organs, and gradual modifications of work and operational practices.
46. The Secretariat will further enhance its workforce management with a view to ensuring its ability to continue to attract and effectively engage staff with the necessary skills and experience. The Secretariat will continue to develop and modernise its information technology infrastructure with a view to ensuring the confidentiality, security, integrity, availability, and analytical utility of its information.
47. The Secretariat will continue to develop its strategic financial and budgetary frameworks to leverage the efficiencies of concepts such as biennial budgeting and a major capital investment fund, while maintaining an appropriately robust Working Capital Fund.
48. The KPIs for the period to 2024 are as follows:
 - (a) The Secretariat addresses the need to balance both continuity and change in its organisational structures and processes.
 - (b) 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: The Organisation remains the global repository of knowledge and expertise in the field of chemical weapons

49. Ensuring that the Organisation remains the global repository of knowledge and expertise in the field of chemical weapons is significantly increased by systematic use

of the strategic enablers, knowledge management, and RBM, and by developing an enhanced adaptive capacity to deal with both anticipated changes and unforeseen challenges. At the same time, it will be important to continue to maintain organisational structures and processes that have proven their value in achieving the full, effective, and non-discriminatory implementation of all provisions of the Convention and that can be expected to continue to do so.

50. The KPIs for the period to 2024 are as follows:

- (a) Workforce and knowledge management strategies, structures, processes, and tools that are aligned with the strategic direction of the Organisation and support the delivery of its medium-term goals are in place, consistently implemented, and regularly updated.
- (b) Policies, structures, and processes that support the full implementation of RBM, while at the same time allowing for a sufficient degree of resilience and adaptive capacity in the Secretariat, are in place and regularly updated.

Medium-term goal 13: Enhanced capacities to facilitate collaboration among ad hoc groups of States Parties

51. The Secretariat will augment 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 that are of interest to subsets of States Parties. In its role as convenor, the Secretariat will seek to be inclusive, establish a neutral space to ensure an impartial process, overcome institutional impediments, and arrive at action and implementation plans that further strengthen the Convention. Issues that may benefit from such an approach are varied and cut across the three results areas discussed above.

52. The KPI for the period to 2024 is as follows:

- (a) The Secretariat maintains capabilities for Member States to convene on issues of interest to groups of them, in order to ensure results-oriented and smooth deliberative processes on such issues.

CONCLUSIONS

53. The Secretariat submits this MTP to accompany the 2020 Programme and Budget of the Organisation, and in order to advance its transition 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, and is considered to respond to, the evolution of its strategic context. States Parties' continued contributions to this process will be crucial to success.

54. In order to continue to achieve the goals of the Convention, the transition process will require that the Organisation's verification system 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.

Combined with the improvements in organisational governance outlined above, this will enable the Organisation to remain fit for purpose, and to lead the way in preventing the re-emergence of chemical weapons.

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

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

