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NOTE BY THE TECHNICAL SECRETARIAT**MEDIUM-TERM PLAN
OF THE ORGANISATION FOR THE PROHIBITION OF CHEMICAL WEAPONS
2025–2028****INTRODUCTION**

1. This Medium-Term Plan (MTP) has been prepared for the period 2025–2028. 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 (the Review Conference), unless otherwise required by external developments or decisions adopted by the Organisation's policy-making organs. This MTP replaces the plan for the period 2024–2028 (EC-104/S/1* C-28/S/1, dated 14 August 2023) and provides direction for the annual planning process. In accordance with OPCW Financial Regulation 3.9, it accompanies the Draft Programme and Budget of the OPCW for 2026–2027 (EC-110/CRP.1, dated 7 August 2025) and subsequent years until it is revised, as necessary.
2. In the preamble to the Chemical Weapons Convention (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-related issues, is to contribute, as a treaty-based international organisation, to the disarmament of chemical weapons, to preventing their re-emergence and proliferation, to providing assistance and protection against them, to supporting national implementation of the Convention, and to facilitating peaceful uses of chemistry through verification and capacity development, as well as engagement and outreach activities.
5. Derived from the mandated activities outlined in the Convention, the Organisation continues its work in achieving the seven core objectives that guide the formulation of various medium-term goals. The objectives are as follows: chemical demilitarisation, non-proliferation, assistance and protection, international cooperation, universality, national implementation, and organisational effectiveness.



6. 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 for the period 2025–2028. These assumptions and risks include:
- (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) Any of the four States not yet Party to the Convention may join as a chemical weapons possessor State.
 - (c) With the completion of the destruction of all declared chemical weapons stockpiles, and while continuing to implement its disarmament mandate, the Organisation will further deepen its focus on preventing the re-emergence and proliferation of chemical weapons, particularly in the light of the documented cases of their use in recent years.
 - (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 for contingency operations, including challenge inspections, investigations of alleged use, technical assistance visits, and other special missions, including requests by States Parties for assistance, protection, and any other type of investigation pursuant to the Convention.
 - (f) Emerging and enabling technologies, such as artificial intelligence (AI) and synthetic biology, coupled with converging scientific fields will continue to transform the scientific and technological landscape. Increased collaboration at the national and international levels across the scientific community and innovative funding strategies will also contribute to this transformation. The adoption of these technological developments in the industrial and military domains—including in chemical production and equipment manufacturing—remains particularly relevant for the implementation of the Convention, ensuring that the Technical Secretariat (the Secretariat) is best prepared to mitigate associated risks and harness opportunities.
 - (g) The global chemical industry continues to expand in size, application, and sophistication. It is becoming increasingly digitalised, and it progressively integrates new technologies into routine processes. This will require the Secretariat to develop its understanding of a broader range of production processes for verification purposes.

- (h) The Secretariat will continue to carry out its mandated activities in the areas of verification, investigation and fact-finding, capacity development, engagement, and organisational governance. Voluntary contributions will remain a valuable supplement, contributing significantly to the Organisation's programmes and overall activities.
 - (i) The OPCW Centre for Chemistry and Technology (the ChemTech Centre) will continue to be an important tool to reinforce the capacity and capabilities of the Organisation in research, analysis, training, and capacity building. Activities at the ChemTech Centre are being conducted in an integrated and coordinated manner to enhance the implementation of mandated activities provided for in the Convention and in the decisions of the policy-making organs.
 - (j) A rapidly changing information landscape, including the use of AI and growing concerns over misinformation and disinformation, will continue to pose significant challenges for multilateral institutions, including the OPCW. A greater focus on information integrity and more proactive outreach and communications efforts will be vital in this regard.
 - (k) In the light of recent developments in the Syrian Arab Republic, the Secretariat is presented with an opportunity to determine the full extent and scope of the Syrian chemical weapons programme and to ensure the long-term compliance of the Syrian Arab Republic with its obligations under the Convention. The Secretariat must strengthen its readiness to conduct large deployments to the Syrian Arab Republic and continue to scale up its ongoing presence in Damascus for the foreseeable future. Given that the Syrian chemical weapons programme still needs to be declared to its full extent and destroyed by the Syrian Arab Republic, with the corresponding subsequent verification by the Secretariat, the Secretariat will need to rely on support from States Parties for additional financial, in-kind, and human resources to carry out any future activities in the Syrian Arab Republic.
 - (l) The Organisation anticipates operating in a volatile economic environment characterised by ongoing, though significantly reduced, inflationary pressures, alongside increased uncertainty stemming from the geopolitical situation and shifts in trade policy which will affect the costs of the Secretariat's mandated activities.
 - (m) The degraded global security environment will most likely impact the progress of the work of the OPCW.
7. Preventing the re-emergence of chemical weapons will be achieved through verification activities, capacity development, improved national implementing legislation, effective national protection 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, with a special focus on emerging technologies such as AI. Furthermore, it requires the Secretariat to maintain its readiness to address allegations of chemical weapons use and to provide technical assistance, if requested by a State Party. The Secretariat will

continue to increase its capacity to do so through a range of activities including the use of new and updated equipment, revised training programmes that involve realistic scenario-based exercises, and updated operating procedures. Achieving sustainable results will require implementing activities in the above-mentioned areas in a coherent and integrated manner.

8. The ChemTech Centre, inaugurated in May 2023 in the presence of H.M. Willem-Alexander, King of the Netherlands, continues to play a crucial role in the Organisation's efforts to address the new and diverse challenges it faces. The Centre helps ensure that the OPCW keeps pace with relevant developments in science and technology. It also provides an integrated training and capacity-building platform to support international cooperation, research, and knowledge retention, ensuring the ability of the OPCW to meet States Parties' needs in an increasingly complex world. The Centre continues to provide greater opportunities for cross-divisional collaboration in programme delivery with a wide range of stakeholders, generating synergies and increasing efficiencies.
9. Achieving and measuring results remains a complex task as it spans multiple programmatic areas of the Organisation. To address this, the following is required:
 - (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) further optimisation of the use of real-time management information from the enterprise resource planning (ERP) system; and
 - (d) continued implementation of the knowledge management strategy across the Organisation.
10. Using these four enablers, the Organisation will continue to achieve results in the following four broad result areas: ensuring compliance with the Convention and decisions of the policy-making organs; capacity development; external engagement; and organisational governance. The Secretariat will maintain its commitment to implementing its mandates, with full consideration of current and emerging risks that may impact the achievement of the Organisation's goals.
11. This document serves as a strategic guide for the Organisation by setting medium-term goals aligned with the seven core objectives for each of the four result areas. It outlines key objectives for each goal 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.

MEASURES AND ACTIVITIES TO MAINTAIN CONFIDENCE IN COMPLIANCE WITH THE CONVENTION AND DECISIONS OF THE POLICY-MAKING ORGANS

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

12. So long as chemical weapons exist, their destruction will remain a fundamental objective of the Organisation. At the same time, since the completion of the destruction of the declared stockpiles of chemical weapons in July 2023, the Organisation has been increasing its focus on preventing the re-emergence of chemical weapons. The verification regime will remain essential to the Organisation's capacity to address current (old and abandoned chemical weapons) and emerging challenges. Concurrently, it is imperative to preserve and maintain the institutional knowledge, technical expertise, and specialised capabilities associated with chemical demilitarisation.
13. Notwithstanding this, recent developments underscore the critical need to reinforce the Organisation's efforts to determine the full extent of the chemical weapons programme of the Syrian Arab Republic and to verify its complete and irreversible destruction. The accession of the Syrian Arab Republic to the Convention in 2013 entailed a significant mobilisation of both human and material resources in the period from 2013 to 2016 to ensure the verification of destruction of its partially declared chemical weapons programme. The current context in the Syrian Arab Republic, characterised by an even more complex security situation on the ground, will demand an even greater mobilisation of these resources during the 2026–2027 biennium to accomplish this core objective under the Convention.
14. In parallel, and to maintain an effective verification regime that continues to foster confidence in States Parties' compliance, the Secretariat will further adapt the implementation of the verification activities in response to evolving operational requirements and emerging challenges.
15. The key objectives for this medium-term goal are:
 - (a) The Secretariat continues to verify the destruction of declared chemical weapons, including old and abandoned chemical weapons and associated facilities.
 - (b) The Secretariat continues to assess the full extent of the Syrian Arab Republic's chemical weapons programme with a view to its complete, irreversible, and verified elimination.
 - (c) The Secretariat maintains its readiness for the possible accession of new possessor States Parties, including the verification of an initial declaration as well as verification of destruction of chemical weapons and associated facilities.
 - (d) The Secretariat explores innovative approaches to further enhance the effective implementation of the verification regime.

- (e) The Secretariat uses knowledge management processes and information management tools to ensure knowledge retention and transfer, with a particular emphasis on preventing the loss of knowledge, skills, and expertise concerning chemical weapons and chemical warfare agent production, processing, detection, analysis, and destruction.

Medium-term goal 2: Continued implementation of verification measures in order to prevent the re-emergence and proliferation of chemical weapons

- 16. The evaluation of declared data and information obtained through inspections will remain an essential part of the Organisation's routine verification activities. To prevent the re-emergence and proliferation of chemical weapons, the Organisation will continue to enhance its capabilities to compile, validate, and evaluate information, with the aim of better assessing risks to the implementation of the Convention and the verification regime. The Organisation will continue to review the performance of the industry verification regime, reflecting the requirements set out in the Convention and by the policy-making organs, while also taking into account scientific and technological developments and the changing geographical distribution of declarable chemical industrial production sites.
- 17. The Organisation will continue to monitor the increasingly broad range of synthesised toxic chemicals and their precursors, including toxic industrial chemicals, biotoxins, and chemicals used in medicine or law enforcement.
- 18. The key objectives for this medium-term goal are:
 - (a) The Secretariat assists States Parties in undertaking a comprehensive review of the current industry verification regime 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 Secretariat for declaration and other verification-related activities.
 - (c) The Secretariat achieves greater effectiveness and efficiency of verification activities, including through the optimisation of inspection-related practices, tools, and training.

Medium-term goal 3: Enhanced capability to conduct special missions

- 19. Effective means and tools for consultation, cooperation, fact-finding, and investigation will continue to be essential for addressing non-compliance-related concerns within the framework of the Convention and decisions of the policy-making organs and for responding to possible future allegations of chemical weapons use. The Secretariat will accordingly need to maintain, further acquire and/or enhance the resources, technical competence, operational readiness, and professional skills needed to facilitate consultation and cooperation, to deliver assistance, to conduct challenge inspections, investigations of alleged use, technical assistance visits, joint missions with other international organisations, and other special missions including provision of assistance and protection upon request by States Parties, and any other type of investigation pursuant to the Convention and the decisions of the policy-making organs.

20. With the recent developments in the Syrian Arab Republic, the Secretariat is engaging with the new Syrian authorities to continue its mandated activities pursuant to the Convention, relevant decisions of the OPCW policy-making organs, and United Nations Security Council resolutions. In this context, the OPCW is presented with a historic opportunity in the Syrian Arab Republic to access all the chemical weapons -related sites, materials, and information that have not yet been identified or declared. As the Syrian chemical weapons programme still needs to be fully declared and eliminated by the Syrian Arab Republic under the Secretariat's verification, the Organisation will need to rely on support from States Parties for additional financial, in-kind, and human resources to undertake any future activities in the Syrian Arab Republic.
21. The continuing degradation of the international security environment requires that the Organisation maintain a capacity to deploy swiftly, upon request, and to increase the transmission and retention of its expertise throughout the Secretariat and to States Parties. To ensure a more integrated and cost-effective approach to all types of contingency operations, the Office of Special Missions (OSM) has been established by the Director--General. The OSM will organise and conduct all OPCW activities in the Syrian Arab Republic pursuant to the mandates entrusted to the Secretariat, inter alia, on verifying that the declaration submitted by the Syrian Arab Republic is accurate and complete; on studying all available information and establishing facts relating to allegations of the use of chemical weapons in the Syrian Arab Republic; and on identifying the perpetrators of the use of chemical weapons in the Syrian Arab Republic.
22. Beyond the chemical weapons dossier, the OSM will have a coordinating responsibility with, inter alia, the Inspectorate, International Cooperation and Assistance, and Verification Divisions for all contingency operations including challenge inspections, investigations of alleged use, technical assistance visits, activities related to the accession of new possessor States and requests by States Parties for assistance, protection, and any other type of investigation pursuant to the Convention. The OSM will also coordinate with other divisions and offices for relevant knowledge management activities, including providing training to Secretariat staff and States Parties, as needed.
23. The key objectives for this medium-term goal are:
 - (a) The Secretariat maintains and further develops readiness to conduct different types of special missions, and to provide technical assistance at the request of States Parties.
 - (b) The Secretariat integrates additional personnel into the existing workforce, including through rehiring of former staff members, to conduct special missions more expeditiously. Knowledge, skills, and expertise acquired in special missions are preserved, integrated, and further developed within the Secretariat.
 - (c) The Secretariat further adapts its presence in the Syrian Arab Republic to deliver on its mandates, including through verification and investigation activities and capacity-building programmes, in a more efficient, cost-effective, and viable manner.

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

24. Science and technology underpin the Convention, and monitoring and evaluating developments in these areas is crucial for its effective implementation. By remaining apprised of developments and fully understanding their impact, the Secretariat is able to mitigate potential risks while harnessing the opportunities they present. This enables the Secretariat to anticipate and address future challenges, and ensure its capabilities are enhanced accordingly. The adoption of new approaches and technologies in its activities will further support the effective implementation of the Convention.
25. To stay abreast of the rapidly evolving scientific and technological landscape, the Secretariat leverages a range of in-house and external resources to maximise effectiveness and efficiency. This includes exploiting internal expertise and capabilities, engaging with experts from the wider scientific and technological communities—including in academia and the chemical industry—and drawing on advice from the Scientific Advisory Board (SAB) and its temporary working groups. The ChemTech Centre plays an important role in this monitoring and evaluation process, particularly through its work in developing testing and validation capabilities for technologies that will augment the capabilities of the OPCW.
26. The current pace of developments in science and technology is exceptionally rapid, with emerging and enabling technologies such as AI driving innovation. Given their potential impact on the implementation of the Convention and the work of the Organisation, these technologies are a particular focus of the Secretariat. It is critical that the Organisation has sufficient resources—both financial and human—with the necessary expertise and experience to monitor and evaluate developments in science and technology effectively, and to build and enhance its capabilities, as required.
27. The key objective for this medium-term goal is:
 - (a) The Secretariat will continue to enhance its robust and flexible approach to monitoring and evaluating developments in science and technology relevant to the Convention. It will do so by:
 - (i) continuing to leverage all appropriate networks and sources of expertise, with particular emphasis on those relating to emerging technologies;
 - (ii) ensuring that the Secretariat has the required specialised staff with expertise in AI and data science as well as in biochemistry to bolster the Secretariat's capabilities in these rapidly evolving fields; and
 - (iii) strengthening engagement with relevant international organisations, academia, and the chemical industry to increase reach and effectiveness.

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

28. The Secretariat has an important role in contributing to the global fight against terrorism and the development, more broadly, of a culture of chemical security. 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.
29. As long as there is a possibility of the hostile use of toxic chemicals, there will be a need for all States Parties to maintain and improve their protective capabilities 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 all regions, thereby strengthening its facilitation of regionally coordinated response measures.
30. The Secretariat will continue to deliver a broad programme of capacity-building activities. Such activities range from regional training cycles to specialist training courses delivered by experts. Furthermore, the 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.
31. 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.
32. The Secretariat will deepen its understanding of the impacts of chemical weapons use to ensure that its assistance and protection programmes continue to integrate the fact that toxic chemicals affect individuals differently based on their age, gender, and social roles.

33. The key objectives for the medium-term goal are:

- (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--related matters.
- (c) The Organisation will further expand its network with other regional and international organisations to enhance its preparedness for and response to major incidents involving the hostile use of toxic chemicals.
- (d) The Secretariat continues to pursue the establishment of robust regional and subregional capacities to respond effectively to incidents of chemical weapons use or the accidental release of toxic chemicals. It also maintains 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

- 34. The Secretariat will continue to augment its capacity-development portfolio, with a view to fostering 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 membership, so that the peaceful uses of chemistry continue to be promoted.
- 35. Under Article VII of the Convention, each State Party has the obligation to implement and enforce the Convention. To support these efforts, the Secretariat's international cooperation and assistance programmes will continue to assist States Parties in acquiring and developing capacities to achieve full implementation. As the Convention applies to all States Parties, regardless of the size of their chemical industries, robust legal and regulatory frameworks remain essential to prevent the misuse of chemicals, manage risks, and fulfil national obligations. In this context, the Secretariat will continue to underscore the Convention's relevance to peace, security, and sustainable development. Promoting the adoption of comprehensive Convention-related legislation will remain a central focus of the Secretariat's ongoing legislative support.
- 36. 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 OPCW designated laboratories and using the 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 Secretariat'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.

37. The key objectives for the medium-term goal are:

- (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

38. 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.

39. 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 to provide guidance to the Secretariat in developing a more tailor-made approach for capacity development.
40. The key objectives for the medium-term goal are:
- (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 in the evaluation and design by the Secretariat 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

41. 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. 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.
42. The key objectives for the medium-term goal are:
- (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 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

- 43. 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 and contingency missions, to the global fight against terrorism and comparing best practices on administration and institutional governance issues.
- 44. 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.
- 45. The key objectives for the medium-term goal are:
 - (a) The Secretariat reviews and enhances its engagement with other international organisations based on identified and evolving needs, and relevant results-based management criteria, in a coordinated 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

46. Successful implementation of the Convention requires further enhancing engagement with relevant stakeholders, including among others, 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.
47. 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.
48. The key objectives for this medium-term goal are:
 - (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 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

49. To address a spectrum of challenges and deliver on mandates provided for in the Convention and decisions of the policy-making organs, the Secretariat 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.
50. 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.
51. 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.
52. In line with the Organisation's need to remain operationally agile and structurally responsive, the Director-General has established the OSM to provide a dedicated, integrated, and cost-effective capability for contingency operations. By coordinating with relevant units to support these activities, the OSM contributes directly to the Organisation's ability to adapt its structures and processes to meet evolving operational requirements and to deliver on its mandates in a complex security environment.
53. 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.
54. In line with decisions adopted by the policy-making organs on tenure-related matters, the Secretariat will continue to make use of limited extensions and limited rehiring, as necessary, to ensure the availability of experienced staff with the requisite skills and expertise.
55. 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, 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.
56. Given the nature of the work of the Secretariat 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.
57. The key objectives for this medium-term goal are:
- (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 further 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

58. 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. The Secretariat will continue to facilitate consultations among States Parties on a range of cross-cutting issues. Recent examples include discussions on the tenure policy and the preparatory process for the Fifth Review Conference. In this context, the Secretariat will continue to provide both substantive and administrative support.

59. The key objectives for this medium-term goal are:
- (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 standard of service.

CONCLUSION

60. The Secretariat submits this MTP to accompany the 2026–2027 Draft Biennium Programme and Budget of the Organisation. To continue achieving the goals of the Convention, the implementation of the MTP will require the ongoing adaptation of the Organisation's approach to address current and foreseeable challenges. The current international environment—marked by geopolitical instability and rapid advances in science and technology, particularly AI and other emerging technologies—will influence the Organisation's priorities and operations. To ensure that the Convention remains a cornerstone of the global disarmament and non-proliferation architecture, the OPCW will continue to strengthen the implementation of the verification regime, reinforce States Parties' compliance with the Convention and decisions of the policy-making organs, advance capacity development, and deepen stakeholder engagement. Enhanced collaboration with international organisations whose mandates align with the Convention will amplify the impact of the Secretariat's activities.
61. The preservation of institutional knowledge and expertise—particularly in the areas of chemical demilitarisation and special missions—will remain a strategic priority for the Organisation. To this end, the Secretariat will further enhance coordination efforts, notably through the OSM in close collaboration with relevant divisions and offices, thereby ensuring that the OPCW continues to serve as the principal repository of chemical demilitarisation expertise. Furthermore, strengthening internal governance and business continuity processes will enhance programme delivery and organisational resilience. The ChemTech Centre will continue to play an important role in enhancing the Organisation's ability to address emerging challenges. These efforts form part of a broader transition to ensure that the Organisation remains a relevant and responsive multilateral security instrument in a rapidly changing international security environment. The continued engagement and contributions of States Parties will be vital to the success of this process and to the Organisation's ability to deliver on its mandates—particularly the prevention of the re-emergence and proliferation 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

