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NOTE BY THE SECRETARIAT

**STRENGTHENING
THE INTERNATIONAL COOPERATION AND ASSISTANCE ACTIVITIES
OF THE ORGANISATION**

1. Since the entry into force of the Convention, the efficiency and effectiveness of the Secretariat's work related to the implementation of the Convention has been a constant focus of attention for the Director-General. To a large extent, the current structure of the Secretariat, including the structure of its units, was developed during the preparatory phase, when it was not possible to test this structure. The OPCW's Secretariat's three and a half years of practical experience have revealed a number of areas in which improvements are clearly required.
2. One of the areas which has traditionally been a focus of attention for States Parties is the implementation of Articles X and XI of the Convention. It is impossible to overestimate the importance of these two Articles. Indeed, they represent two of the four main pillars of the CWC regime: international cooperation in the peaceful use of chemicals and chemical technologies, and assistance and protection against the use or threat of use of chemical weapons. Both of these pillars in fact provide benefits that were sought by current States Parties when they ratified the Convention. While Article XI provides a context for the peace dividend of the disarmament and non-proliferation obligations under the Convention, Article X serves as its safety net. Both provisions are of primary importance for achieving true universality of the Convention and therefore the ultimate success of its regime. The Director-General is keenly aware of the importance of implementing them in an efficient and effective manner, in accordance with his mandate under the Convention.
3. The analysis of the functioning of the International Cooperation and Assistance Division so far has shown that there is a real need for improvement in this area. In fact, the structure of the International Cooperation and Assistance Division has been evolving over time to reflect the political requirements of States Parties, while its actual functions have reflected the objective needs of the Convention itself. The distribution of responsibilities among the branches in the Division and between this Division and some others has also continued to evolve. New projects and ideas generated undercurrents which, taken together, did not necessarily contribute in the most effective manner to achieving the object and purpose of Articles X and XI. A

number of areas have accordingly emerged in which the responsibilities of individual units became increasingly less clearly defined, thus creating a potential for overlap. As a result, the Organisation's programme and budget also became less streamlined and transparent, with the funds intended to support Articles X and XI being drawn from a wide range of sources.

4. The Director-General has therefore recognised the need to reorganise the Secretariat's approach to the implementation of Articles X and XI, in order to place it on a sounder footing, from a management point of view. This reorganisation will include two closely interrelated measures: the redistribution of responsibilities within the International Cooperation and Assistance Division, and the consolidation of the relevant parts of the programme and budget. Therefore, while retaining the basic structure of the Division, which will continue to consist of three branches, the Director-General has decided to reorganise these branches in the following manner.
5. The new Assistance and Protection Branch will overcome the somewhat artificial separation of these two closely related areas by accommodating under one roof all aspects of the implementation of Article X. Its enlarged mandate will allow the Branch to respond more effectively to the needs of States Parties with regard to strengthening their protection capabilities and receiving assistance and protection against chemical weapons, while also enhancing efficiency within the Secretariat in relation to the management of such requests for assistance.
6. The International Cooperation Branch will be relieved of certain tasks associated with the coordination of some of the external activities sponsored by the Secretariat. In return for this it will be assigned a more substantive mandate which will allow it to concentrate on the two important areas identified in Article XI of the Convention, namely facilitating the economic and technological development of States Parties, and international cooperation in the field of chemical activities for peaceful purposes. This clarification of the Branch's responsibilities will allow it develop adequate strategies to properly address these politically sensitive and interdisciplinary tasks, and will help the Organisation to fulfil its Article XI-related tasks in a more cost-efficient way by identifying and utilising all available resources, including those of other international organisations with relevant mandates.
7. Finally, the new Implementation Support Branch will be established with a mandate to plan and coordinate all activities of the Secretariat in relation to assisting States Parties with the implementation of the various provisions of the Convention. Experience since entry into force, first and foremost of the functioning of the verification mechanism, has clearly demonstrated that the extent to which individual States Parties comply with the requirements of the Convention, and the smoothness with which they implement their verification-related obligations, very frequently depend on the extent to which their National Authorities have the capacity to deal with their complex tasks. In fact, it became clear soon after the entry into force of the Convention that support for National Authorities would be an indispensable part of the Secretariat's activities for some time to come. The new Implementation Support Branch will thus become the focal point for analysis of the problems associated with the implementation of the Convention and for rendering the necessary support to the

relevant National Authorities in all key areas, including declarations and inspections, legal issues, administrative capacity building, regional and international cooperation, and assistance and protection. This will include all related workshops and training projects, as well as the Secretariat's outreach activities. In the course of the continuing implementation of the Convention, States Parties will inevitably face new tasks and challenges. The Implementation Support Branch will be responsible for detecting and analysing these developments, with a view to providing States Parties with practical assistance in discharging their obligations under the Convention. In order to further streamline and rationalise the use of the financial means available to the Secretariat in these areas, the Branch will, in cooperation with other units of the Secretariat, manage the consolidated budget for implementation support.

8. The additional responsibilities assigned to the reorganised branches will be supported by their more prominent position in the Secretariat. The Director-General had decided earlier, in the context of the appeals process in relation to the first classification of posts, that each of these branches will be headed by an official at the D-1 level. The importance of maintaining a proper balance between the disarmament and development provisions of the Convention will thus receive well-deserved recognition at an administrative level as well.
9. The Director-General is confident that this reorganisation of the Secretariat's responsibilities in relation to the implementation of Articles X and XI of the Convention will further strengthen the capacity of the Organisation to provide excellent services to its Member States within the budgetary allocations approved by them.
10. The detailed job descriptions of the three new posts for the above-mentioned heads of the three newly reorganised Branches of the International Cooperation and Assistance Division are annexed to this Note.

Annexes (English only):

Annex 1

ORGANISATION FOR THE PROHIBITION OF CHEMICAL WEAPONS (OPCW) Secretariat	
JOB DESCRIPTION	
Post title:	Head of Implementation Support Branch
Post level:	D-1
Post Index Ref.:	ICA...
Division - Branch:	International Cooperation and Assistance Division, Implementation Support Branch

I OBJECTIVES

The principal objective of the Implementation Support Branch is to ensure that all Member States are capable of delivering on a wide variety of obligations concerning all aspects of national implementation including legislation (in coordination with the Office of the Legal Adviser), including notifications, the submission of declarations, the receiving of inspections, communicating with the Secretariat, and thus removing any hindrance of an administrative or bureaucratic nature to the verification of compliance with the Convention.

The Implementation Support Branch provides: (i) administrative and technical support to National Authorities and other national agencies for CWC implementation; (ii) financial and technical assistance, as well as training, to officials of Member States in areas relevant to the implementation of the Convention; (iii) specific interventions in support of regional cooperation activities related to the implementation of the CWC.

II PRINCIPAL FUNCTIONS

The incumbent:

- 2.1. Promotes interaction among National Authorities.
- 2.2. Plans and supervises the development and implementation of programmes to support National Authorities and to develop their capacity to facilitate and ensure compliance with the Convention.
- 2.3. Assesses the process of national and regional implementation, develops profiles, and makes recommendations on how to satisfy these needs.
- 2.4. Ensures effective liaison with National Authorities and other national entities involved with the CWC and the OPCW.
- 2.5. Supervises the planning, preparation and organisation of National Authority courses by identifying priorities in terms of the substance and structure of such courses, and coordinates the involvement and input of other units of the Secretariat.

- 2.6. Supervises the planning, preparation and organisation of national seminars organised at the request of States Parties.
- 2.7. Ensures, with a view to enhancing the quality and focus of the implementation of the Convention, coordination between the programmes of National Authority Days, Regional National Authority Meetings, and thematic workshops for National Authorities, and contributes effectively to the development of the capacity of National Authorities.
- 2.8. Serves as a focal point within the scenarios for collecting and analysing information on the needs of Member States and for prioritising implementation support measures.
- 2.9. Supervises the planning, preparation and organisation of individual National Authority Days, Regional National Authority Meetings, and thematic workshops for National Authorities, and assumes responsibility for the in-house coordination of such events, as well as for effective liaison with States Parties involved in them.
- 2.10. Assumes responsibility for identifying and establishing networks of experts to assist and support National Authorities in their work.
- 2.11. Develops tools for National Authorities (software, policy guidance documents, manuals, etc.).
- 2.12. Coordinates with other international organisations active in areas directly relevant to the implementation process (including the WCO).

III ADDITIONAL INFORMATION

National Authorities have multiple and complex obligations to fulfil. They are points of reference within States Parties for all CWC related issues; they liaise, as appropriate, with industry, the military, research centres and other relevant institutions for the purpose of declarations and inspections; with customs authorities, for import and export matters relating to scheduled chemicals, with the Ministries of Foreign Affairs, for visas and clearance issues; and with the Ministries of Justice, for the purposes of national implementing legislation. In addition, National Authorities are instrumental in fulfilling the obligations of States Parties concerning assistance and international cooperation related issues. Strong National Authorities are therefore a precondition for the successful implementation of the object and purpose of the Convention.

The incumbent is responsible for the implementation of the Organisation's policy towards National Authorities, and provides Management with inputs relevant to the elaboration of this policy, as well as with suggestions on ways and means of improving the performance of National Authorities. The incumbent requires extensive experience at an international level, since effective interaction with representatives of Member States and National Authorities on the host of issues concerning CWC implementation is a crucial part of the job. The incumbent performs his/her duties in a very delicate political context. Any mishandling of situations could cause serious damage to the reputation of the Organisation, would have a negative impact on the process of implementation, and would harm relations between the Secretariat and States Parties. The incumbent also maintains a relationship with representatives of other international organisations.

Supporting the activities of all States Parties to the Convention and assisting in developing their capacity within the resources allocated to this activity requires an imaginative approach to the utilisation of the limited resources available in the Secretariat for this purpose, which are administered under the responsibility of the incumbent.

The incumbent provides leadership in relation to the development of the approach adopted by the OPCW in the area of support for National Authorities, which includes advice to both delegations and National Authorities about the nature of the OPCW's implementation priorities, as well as about related joint efforts. The incumbent ensures coordination with other Divisions within the Secretariat, and also continuously develops and improves the quality and focus of the support programmes. Other requirements for direction include decision-making on projects to be funded by the OPCW (an assessment of their merit and relevance to the OPCW). In relation to courses, meetings and workshops organised by the International Cooperation Division, as well as by other units in the Secretariat, the incumbent presents subjects related to the CWC, the role of National Authorities, and the rights and obligations of States Parties, and to acts as a supervisor for both basic and advanced training courses.

Annex 2

ORGANISATION FOR THE PROHIBITION OF CHEMICAL WEAPONS (OPCW) Secretariat	
JOB DESCRIPTION	
Post title:	Head of International Cooperation Branch
Post level:	D-1
Post Index Ref.:	ICA...
Division - Branch:	International Cooperation and Assistance Division, International Cooperation Branch

I OBJECTIVES

The principal objective of the International Cooperation Branch is to facilitate international cooperation and to support national capacity building in relation to the peaceful application of chemistry in all Member States.

The International Cooperation Branch (i) provides both administrative, financial and technical assistance and training to officials of Member States in areas relevant to capacity building for the peaceful applications of chemistry as well as for the sound management of chemicals; (ii) administers the OPCW Associate Programme.

II PRINCIPAL FUNCTIONS

The incumbent:

- 2.1. Plans and supervises the implementation of programmes in support of scientific and technical capacities in Member States that are relevant to the implementation of the Convention in general, such as national laboratories seeking designation by the OPCW, or that are otherwise involved in the Convention's implementation, such as research institutions involved in the development of technological solutions required for the implementation process at the national level or governmental agencies other than National Authorities that are involved in the development of technical solutions relevant to the Convention's implementation, by providing financial assistance, organising visits and workshops on a national or regional basis, facilitating contacts with suitable partner institutions, and providing financial support for such contacts if required, and developing other means of support, depending on the actual requirements of the institution involved.
- 2.2. Identifies, plans and supervises the implementation of programmes in support of national capacity building in the area of the peaceful application of chemistry, particularly for the benefit of developing countries and countries with economies in transition, by rendering financial assistance to scientific conferences and exchanges in relevant areas, by organising and financially supporting internships of scientists at advanced institutions in other Member States, and by providing financial support for

relevant research projects in Member States, including with respect to bi/multilateral projects organised by scientific institutions from several Member States. Assistance is provided either directly by the OPCW, after applications have been screened and assessed for their relevance and merit, or, together with other organisations, through co-funding. The incumbent coordinates the work of the Review Committee that approves research grants given by the OPCW.

- 2.3. Further develops the concept of an integrated approach to national capacity building in the area of the sound management of chemicals, in collaboration with other international organisations and countries, and on that basis develops or contributes to policy guidance for Member States in the area of national capacity building, through the development of background and research papers on relevant subjects and the organisation of workshops aimed at discussing and developing such policy guidance documents and other material.
- 2.4. Plans and supervises the implementation of the OPCW Associate Programme by participating in the development of, and providing guidance on, the programme content, as well as by supervising the logistical, financial and substantive preparations, directing and participating in the screening of applicants, supervising the actual implementation of the programme, and assessing its effectiveness.
- 2.5. Establishes and maintains contacts with other donor organisations, and organises joint projects in the field of capacity building.

III ADDITIONAL INFORMATION

The development of integrated approaches to capacity building, aimed at combining the OPCW's support, in technical areas directly relevant to the implementation of the Convention, with projects that have a wider appeal for the receiving countries and that contribute in a sustainable manner to their economic development, requires a consideration of the national implementation of the Convention and the integration of these requirements with the broader development strategies of the countries in question. It requires synergism between different regulatory regimes in the fields of disarmament and the sound management of chemicals, an appreciation of the technical dimensions of their implementation, and the identification of approaches through which the across-the-board effectiveness of national capacity building in technical areas can be maximised.

The implementation of projects related to conference support, internships, exchanges and research involves the analysis of the scientific content of submissions, to establish both their scientific merit and their relevance for the Convention. Other complexities relate to the variety of projects that are being supported and the need for proper planning and budget controls. The longer-term expectation is that many projects in this area would be demand-driven. However, at present the Branch has to actively assist Member States in identifying and developing suitable project requests.

In relation to the OPCW Associate Programme, the complexity of work results largely from the fact that the programme is new, and that no past experience exists as a bench mark for developing the concept and measuring its attractiveness and effectiveness. Furthermore, the

development of the programme content requires a sound understanding, not only of the needs of the different groups of participants (three audiences: potential candidates for technical positions in OPCW with limited chemical industry experience, technical advisers to National Authorities with similar limitations, experts from the chemical industry or other institutions in developing countries whose participation would make a significant contribution to the developmental goals of their country), but also of the technical aspects of the programme itself (from safety to chemical industry operations), and of its logistical implications (which involve multiple programme elements in different countries, different types of facilities (university, industry and OPCW headquarters). It is also important to maintain the attraction of this programme for industrial partners, whose support is essential for its conduct. Tasks include screening and interviewing applicants, supervising the development and implementation of the logistical plan, budgetary planning and control, teaching, and negotiations with programme partners to ensure their firm commitment to support the programme.

The position provides leadership in relation to the development of the approach taken by the OPCW in the area of international cooperation. That includes advice about the nature of the Branch projects which the OPCW could/should implement, and coordination with other international organisations such as the International Organisation for the Sound Management of Chemicals and partner organisations in relation to the identification of shared interests and the development of joint projects. Other requirements for technical direction include decision-making on research projects to be funded by the OPCW (an assessment of their technical merit, as well as of their suitability for sponsorship by the Branch).

Annex 3

ORGANISATION FOR THE PROHIBITION OF CHEMICAL WEAPONS (OPCW) Secretariat	
JOB DESCRIPTION	
Post title:	Head of Assistance and Protection Branch
Post level:	D-1
Post Index Ref.:	ICA...
Division - Branch:	International Cooperation and Assistance Division, Assistance and Protection Branch

I OBJECTIVES

The principal objective of the Assistance and Protection Branch is to implement the provisions of Article X of the Convention concerning assistance and protection by developing and maintaining a state of readiness for the OPCW to respond effectively to requests for assistance and protection, including providing advice to States Parties on improvements of their protection programmes, maintaining the data bank on protection, mobilising international response to requests for assistance, building capacity within OPCW to manage assistance, and coordinating the delivery of assistance to the requesting State Party.

II PRINCIPAL FUNCTIONS

The incumbent:

- 2.1 Collates information on national programmes on protection against CW and toxic chemicals and monitors compliance with the provisions of the Convention relating to such information; develops and implements strategies aimed at achieving compliance and increasing transparency with respect to protective programmes; evaluates the information with a view to identifying possible areas of need for developing the existing capabilities and activities components of national programmes for assistance purposes.
- 2.2 Supports, upon request, the development and improvement of national protective capacities and the improvement of civil protection measures by providing expert advice on protection programmes upon request; oversees the development of the protection network to ensure that it is fully operational; develops material on protection issues for distribution to requesting Member States.
- 2.3 Supervises the management of all aspects of the data bank on protection, including manuals and thesauruses and the procurement of documents and database operation; constantly updates it with relevant material in as many official languages of the Convention as possible; assumes responsibility for questions relating to the technical

aspects of protection; encourages Member States to contribute material in all languages to the data bank; develops solutions that will facilitate the use of the data bank by Member States.

- 2.4. Encourages Member States to fulfil their obligations relating to the provision of assistance in accordance with Article X; develops a long term strategy for the promotion of the Voluntary Fund for Assistance, and develops a strategy for its replenishment and guidelines for its use.
- 2.5. Ensures the implementation of Article X of the CWC on the coordination and provision of assistance; develops policies for activities in the area of assistance in case of the use or threat of use of chemical weapons, the use of riot control agents as a method of warfare, or any actions or activities of any State that are prohibited for States Parties; ensures that technical aspects of offers are addressed and resolved; develops long term strategies to ensure maximum coordination and availability of means of delivery of assistance; takes the lead in developing the operational concept for assistance delivery, and plays the key role in actual assistance delivery operations.
- 2.6. Prepares strategies for OPCW policy for bilateral agreements with relevant international organisations to ensure the effective implementation of Article X; ensures that all required procedures and working documents are in place, and, together with the receiving State Party, makes advance preparations for setting up any joint operations that may be necessary; plans and executes joint exercises and training courses with relevant international organisations.
- 2.7. Plans and drafts the annual budget; directs the work of the Branch by prioritising tasks and monitoring the progress of the staff of the Branch; reports to the Director of the Division on activities planned, progress and results.

III ADDITIONAL INFORMATION

The technical aspects of a very wide group of subjects (e.g. contamination control, detection, medical countermeasures, personal protection, collective protection) must be covered in detail; there is a constant balancing of the need to provide protection information with the risk that such information could assist in the proliferation of chemical weapons.

Convincing States Parties to declare their national programmes related to protective purposes is a complex and sensitive task.

The data bank on protection deals with a very wide group of subjects. Material for the data bank can often be difficult to locate and procure since, even if it is not classified as restricted or secret, it is frequently regarded as confidential.

Article X databases are frequently difficult to structure because of variations in the quality of input from Member States, and no specific guidelines have been adopted for the information to be provided under Article X.

Requests for assistance may arrive at the Secretariat at any time without prior notice.

Different types of assistance offers need to be coordinated, and problems of interoperability, serviceability of equipment, technical specifications, etc. need to be addressed.

A number of activities that might arise and which therefore need advance preparation, such as the evacuation of victims and refugees, the treatment of victims, and the safety and security aspects of such activities require a high level of coordination with Member States and other international organisations.

The position provides leadership in terms of convincing Member States to comply with their obligations under Article X. Leadership is thus essential to find effective ways of achieving transparency. The position requires leadership within the Secretariat with respect to planning and coordinating assistance delivery operations.

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