



External Relations Division
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NOTE BY THE DIRECTOR-GENERAL

PUBLIC DIPLOMACY STRATEGY

1. Background

- 1.1 At the First Session of the Conference of the States Parties, an OPCW Media and Public Affairs Policy (C-I/DEC.55) was adopted on 16 May 1997, with an annex containing an indicative list of areas in which information may be routinely provided by the OPCW to the news media and the general public.
- 1.2 The States Parties to the Chemical Weapons Convention (hereinafter “the Convention”) declared at the Third Special Session of the Conference of the States Parties to Review the Operation of the Chemical Weapons Convention their “determination to maintain the Convention’s role as a bulwark against chemical weapons; to that end to promote, inter alia, outreach, capacity building, education and public diplomacy” (paragraph 9.15 of RC-3/3*, dated 19 April 2013).
- 1.3 While taking into consideration the present-day status of the implementation of the Convention and with the object of developing a strategy to implement the Media and Public Affairs Policy, the Director-General appointed an Ad Hoc Task Force in 2011, which produced an internal document titled “OPCW Public Diplomacy Strategy”. The primary objective of the strategic framework was to increase recognition of the OPCW’s achievements in order to engender greater confidence in multilateralism and international cooperation as means for achieving global peace and security.
- 1.4 The Public Diplomacy Strategy (PDS) aims to achieve this objective by
 - (a) developing dynamic messaging to highlight the positive achievements of the OPCW;
 - (b) generating increases in media coverage of the OPCW and traffic to our web and social media sites; and
 - (c) increasing knowledge about the Convention and OPCW among core stakeholder communities, such as the chemical industry.
- 1.5 This strategy document served as an internal guide for the enhanced understanding of the goals of the Convention and interaction with the Organisation by all core stakeholders, through the implementation of the PDS, including via social media. The PDS was posted on the OPCW official website for general availability.



- 1.6 The PDS of 2011 is being updated in keeping with today's situation and reprioritised objectives of the OPCW for the mid to long term, including the post-destruction phase. In the proposed Programme and Budget document for 2015, the Media and Public Affairs (MPB) subprogramme of the External Relations Division (ERD) programme reflects the revised strategy under its objectives and results to be achieved during the budgetary year 2015.

2. Status of implementation of the PDS of 2011

The PDS with its identified target audience groups and the public relations product lines proved to be useful and certain elements of the PDS have been successfully implemented, such as overall media monitoring and management, extensive progress in the development of corporate employment of social media and OPCW-relevant video products. At the same time, full implementation of the PDS has not been possible, owing mainly to a lack of staffing resources, the high priority mission in the Syrian Arab Republic, and the overall changing trends facing the entire Organisation.

3. New trends and requirements

- 3.1 The original PDS of 2011 was designed essentially to expand the international exposure and profile of the Organisation, necessitated by the fact that the OPCW had a tradition of an intentionally low public profile, to avoid unnecessary interference with its highly professionalised pursuit of chemical weapons destruction-related verification activities. Partly thanks to the new public diplomacy approach and more so to the Syria mission in 2013, certainly with the award of the Nobel Peace Prize in the same year, the OPCW was pushed into the global media limelight, with overwhelmingly positive coverage that greatly enhanced the Organisation's international profile and public visibility. An entire year of such media coverage has enabled us to achieve, and surpass, the primary objective of the PDS, generating quantum increases in traffic to our web and social media sites.
- 3.2 With the chemical destruction achievements thus far and the post-destruction phase approaching, an updated version of the PDS is necessary, so as to face the new challenges:
 - (a) to adapt to the public diplomacy and information needs of the OPCW by shifting the emphasis from a focus on disarmament to the prevention of the re-emergence of chemical weapons;
 - (b) to adapt to the virtual mode of information engagement and corporate employment of social media; and
 - (c) to maintain the currently high profile of chemical disarmament achievements in the wake of the Syria mission and the Nobel Peace Prize.
- 3.3 One particular aspect that deserves attention is the fact that the revised public diplomacy strategy and its new information interface fit for the post-destruction phase need to be "broad-band", user-friendly, and with information kits specifically designed and developed for a full spectrum of audience groups with an interest in the Convention which need to be identified, categorised, cultivated and proactively

engaged. Aside from these, the core objectives for this phase of public diplomacy should be able to serve the following purposes:

- (a) Continued drive to maintain the high international profile of the OPCW awarded to it by its unique achievements in chemical disarmament with confident verification records;
- (b) Continued drive to expand the general public audience population;
- (c) Focused efforts to cultivate special interest groups identified for their relevance and interest in chemical weapons prevention schemes through proactive information engagement using tailor-made information modules and visual materials, and via fitting outreach channels; and
- (d) Systematic upgrading of the corporate employment of social media, essentially by upgrading the OPCW website as the focal information interface and engagement platform.

4. Purpose of the document

This document is intended to guide the implementation and coordination of the Organisation's public diplomacy efforts.

Annex: Plan of Implementation of the Public Diplomacy Strategy – 2015

Annex

PLAN OF IMPLEMENTATION OF THE PUBLIC DIPLOMACY STRATEGY – 2015

1. Framework

The following motto, core messages, goals and objectives will provide the framework in which all public diplomacy activities will be developed.

1.1 Motto

“Working together for a world free of chemical weapons”

This motto is embedded with the Organisational logo in all OPCW publications, audiovisual products, PowerPoint presentations, Internet sites, correspondence (letterhead, e-mails, etc) and other information products”.

1.2 Core topics and issues

Chemical weapons destruction, prevention and non-proliferation
Confidence building through OPCW verification
Transition to post-destruction phase and contribution of prevention to peace and development
National capacity building
Universality and international norm against chemical weapons
National implementation
Chemical industry inspection
Chemical safety and security through best practice and governance
Science and technology development
Organisational readiness and scale of resources
Science for peace

1.3 Core messages

The OPCW is mandated with eliminating all existing chemical weapons and ensuring that new weapons do not re-emerge. The OPCW helps build confidence in multilateralism and international cooperation as effective means for preserving global peace and security.

The OPCW calls for the earliest universalisation of the Convention, adherence to the international norm banning the use of chemical weapons, and full domestic implementation of the Convention obligations by States Parties.

The OPCW calls for the firm commitment of States Parties and all relevant stakeholders, such as the chemical industry and civil society, to form into partnerships for the promotion of the four main objectives of the Convention.

2. Goals and objectives

2.1 Maintain the high international profile of the OPCW's achievements in chemical disarmament by:

- (a) Developing dynamic messaging to highlight the positive achievements of the OPCW, and continuously analysing the external environment to adapt public diplomacy efforts and institutional governance accordingly.
- (b) Driving an increase in media coverage of the OPCW and Convention-related issues by exploiting key events and developments as appropriate, and in conformance with the OPCW Media and Public Affairs Policy (C-I/DEC.55, dated 16 May 1997).
- (c) Driving an increase in traffic to the OPCW website as the main public information platform of the Organisation with more dynamic content and integrated use of social media.
- (d) Increasing knowledge about the Convention and work of the OPCW in those stakeholder communities that are most affected, e.g. the chemical industry.

2.2 Maintain the high level of transparency and information link with key stakeholder communities to sustain their engagement with the OPCW issues by:

- (a) Introducing innovative communication tools, including social media and e-learning, to support public diplomacy and enhance stakeholder engagement.
- (b) Broadening outreach to stakeholder communities of particular importance to the OPCW, including the chemical industry, academia, policy institutes, think tanks and NGOs.
- (c) Strengthening support for traditional core stakeholders such as National Authorities, which have a cascading role vis-à-vis the chemical industry.
- (d) Encouraging States Parties to promote the OPCW in relevant regional and subregional organisations of which they are members.

3. OPCW stakeholder and partner communities

3.1 The Media and Public Affairs Branch (MPB) of the External Relations Division (ERD) will implement the Public Diplomacy Strategy in coordination with all units within the Technical Secretariat (hereinafter "the Secretariat") as appropriate, especially with the Government Relations and Political Affairs Branch (GRB), the Office of Strategy and Policy (OSP) and the International Cooperation and Assistance Division (ICA).

- (a) States Parties
 - (i) Permanent Representations
 - (ii) National Authorities
 - (iii) Parliamentarians (key committees and subcommittees)

- (iv) Relevant ministries and agencies (chemistry regulators at national and regional levels, including key personages)

- (b) United Nations and other intergovernmental agencies
 - (i) United Nations Office for Disarmament Affairs (including the Biological and Toxins Weapons Convention Implementation Support Unit)
 - (ii) General Assembly of the United Nations (1st Committee)
 - (iii) United Nations Security Council
 - (iv) Other United Nations bodies, including the United Nations Interregional Crime and Justice Research Institute, United Nations Educational, Scientific and Cultural Organization, United Nations Environment Programme
 - (v) The International Atomic Energy Agency, Preparatory Commission for the Comprehensive Nuclear Test-Ban Treaty Organization, World Health Organization, Europol, Interpol, International Organization for Standardization, World Customs Organization

- (c) Chemical industry
 - (i) International Council of Chemical Associations and regional bodies
 - (ii) National chemical associations
 - (iii) Chemical plants covered by the Convention

- (d) Regional and subregional bodies
 - (i) African Union, Arab League, Association of South-East Asian Nations (ASEAN) and the ASEAN Regional Forum, Caribbean Community and Common Market, Economic Community of West African States, European Union, North Atlantic Treaty Organization, Organization of American States, Pacific Island Forum

- (e) Civil society
 - (i) Think tanks (arms control, disarmament, non-proliferation, security)
 - (ii) Chemical Weapons Convention Coalition
 - (iii) Chemical societies
 - (iv) International Union Of Pure and Applied Chemistry, national academies of science, Inter-Academy Panel
 - (v) Academia and research institutions (chemistry, law, international relations, security studies)

- (f) News media
 - (i) Security and arms control journals
 - (ii) Wire services
 - (iii) Reporters for mainstream media covering arms control, security
 - (iv) Key regional media

- (g) Host country institutions
 - (i) Clingendael Institute, The Hague municipality, TMC Asser Institute, others

3.2 Public diplomacy tools

- (a) Public speaking
 - (i) Senior management
 - (ii) Branch Heads
 - (iii) Substantive officers (as appropriate)

- (b) PowerPoint presentations
 - (i) Highlight core messages
 - (ii) Use standardised OPCW template with motto
 - (iii) Provide dynamic content (audiovisual, images, infographiques etc.)

- (c) E-mail correspondence
 - (i) Standard footers with motto
 - (ii) Links to OPCW website and social media sites
 - (iii) Advertisements for key events

- (d) Internet website
 - (i) Blogs
 - (ii) Interactive events pages
 - (iii) Special features

- (e) Social media
 - (i) Flickr (photos)
 - (ii) YouTube (videos)
 - (iii) Facebook (networking)
 - (iv) Twitter (announcements)
 - (v) LinkedIn (job vacancies)

- (f) Media outreach
 - (i) Press releases, advisories
 - (ii) Press conferences, briefings
 - (iii) 1-on-1 media interviews
 - (iv) Audiovisual web feeds

- (g) Audiovisual products
 - (i) Podcasts
 - (ii) Web streaming
 - (iii) Mini-documentaries and promos

- (h) Publications
 - (i) Journal
 - (ii) Fact sheets
 - (iii) Exhibits

- (i) Secretariat Visitors' Programme
 - (i) Open Day (in conjunction with the United Nations Day of Peace)
 - (ii) Regular visits by groups such as parliamentarians, young diplomats, academics and students

3.3 **Coordinator Role of the MPB**

Function 1: Maintain message consistency across the Secretariat, coordinate planning and evaluation of public diplomacy events, and oversee preparation and production of public information kits for identified audience groups. The Coordinator will maintain an internal communication platform within the Secretariat to provide regular guidance and updates on messaging across the Secretariat.

Function 2: Manage all external media requests and events on behalf of the Secretariat.

Function 3: Manage and direct the official website and social media content, including audio and video products for dissemination, in line with the strategic messages and content from Senior Management.

Function 4: Coordinate across the Secretariat for the planning, design, and execution of public diplomacy events and follow-up engagement with selected key interlocutors for sustained exchanges, including media events, press releases, video news releases, with civil society, think tanks or NGO forums/round tables.

Function 5: Accommodate the Secretariat Visitors' Programme as part of the outreach to embassies and The Hague municipality, with direct contacts with targeted institutions (universities, policy institutes, parliamentary information services etc.), including organisation of the annual open day.

Function 6: Prepare and produce audiovisual products for public diplomacy or engagement purposes for the OPCW, provide technical services for on-line dissemination or webcast of events, information, collect feedbacks and organise responses in return.

3.4 **Evaluation**

Continuous evaluation of activities and results will be critical in the early stages to make the necessary adjustments and ensure long-term success. Some of the evaluation tools that may be used include:

- (a) Website
 - (i) Use of Google Analytics to monitor and evaluate website traffic, i.e. visitor count, page views, viewing time, repeat visits, geographic trends
- (b) Social media
 - (i) Interactivity and approval on Twitter, Facebook, blogs
 - (ii) Use of digital footprinting to measure cyber-reach
- (c) Mainstream media
 - (i) Use of Meltwater News to measure media citations of the OPCW, the Convention, chemical weapons and other key terms.

- (d) Visitors' programme
 - (i) Track annual numbers and makeup of group visits to the Secretariat
 - (ii) Use feedback forms to evaluate the quality and relevance of presentations
 - (iii) Monitor follow-up interaction with visitors via blogs, social media, etc.

- (e) Stakeholders
 - (i) Matrix for monitoring coverage of stakeholder communities and regions by public diplomacy activities

- (f) Events
 - (i) Matrix to monitor coverage of all targeted events with public diplomacy activities
 - (ii) Use of a common metric for measuring and evaluating outcomes of activities

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