



**REPORT OF THE TENTH SESSION
OF THE ADVISORY BOARD ON EDUCATION AND OUTREACH**

1. AGENDA ITEM ONE – Opening of the session

- 1.1 The Advisory Board on Education and Outreach (ABEO) met for its Tenth Session on 9 and 10 February 2021. Owing to the ongoing coronavirus disease (COVID-19) pandemic, the meeting was conducted in a virtual format.
- 1.2 The Chairperson of the ABEO for 2021, Dr Johannes-Georg Weinig, opened the session at 14:03 on 9 February 2021.
- 1.3 A list of participants is contained in Annex 1 to this report.

2. AGENDA ITEM TWO – Adoption of the agenda

The ABEO adopted the following agenda for its Tenth Session:

- 1. Opening of the session
- 2. Adoption of the agenda
- 3. Welcome address by the Director-General
- 4. Appointment of a drafting committee
- 5. Discussion and adoption of the Strategic Plan
- 6. Translation and dissemination of education and outreach tools and materials
- 7. Overview of developments at the OPCW since the last ABEO session
- 8. Collaboration with the Scientific Advisory Board
- 9. Discussion among ABEO members on intersessional work

3. AGENDA ITEM THREE – Welcome address by the Director-General

- 3.1 The Director-General of the OPCW Technical Secretariat (hereinafter “the Secretariat”) welcomed the ABEO members to the Tenth Session of the Board and thanked Dr Jo Husbands and Dr Adriana Bernacchi for their dedicated work respectively as Chairperson and Vice-Chairperson of the Board in 2020, under challenging circumstances. The Director-General welcomed the incoming Chairperson, Dr Johannes-Georg Weinig, and the Vice-Chairperson, Mr Shahab Ud Din, and offered his full support as well as the Secretariat’s technical and administrative assistance to the Board.



- 3.2 The Director-General further stressed that the OPCW Centre for Chemistry and Technology (“the ChemTech Centre”) will be a major priority for 2021 in the context of the adaptation and evolution of the OPCW. He highlighted that the goal for the ChemTech Centre is to become a centre of excellence in research, analysis, training, and knowledge. The Centre will increase the OPCW’s capabilities in several fields related to implementation of the Chemical Weapons Convention (hereinafter “the Convention”). The work of the Board can help to achieve this goal since the ChemTech Centre will contribute to the dissemination, exchange, and acquisition of expertise and skills. Target audiences included academia, civil society, and young professionals, among others. The Director-General further added that chemical safety and security, including in its environmental dimension, would be a key priority in the years to come. Enhancing the e-learning offering of the Secretariat would also continue to be in focus. Expert advice and concrete recommendations from the Temporary Working Group (TWG) on e-Learning would be very useful in this regard.
- 3.3 The subsequent discussion between the ABEO and the Director-General touched upon issues such as:
- (a) the tenure policy, which should enable the OPCW to maintain expertise and skills to remain the global repository of knowledge about chemical weapons;
 - (b) awareness-raising about chemical safety and security in meetings with chemical industry representatives and young professionals, among others;
 - (c) the idea of identifying scientists, experts, and institutions who can contribute to promoting the future ChemTech Centre; and
 - (d) the importance of the OPCW Library and the possibility of the future ChemTech Centre having its own library on site, with extensive access to relevant scientific publications.

4. AGENDA ITEM FOUR – Appointment of a drafting committee

The ABEO appointed Dr Johannes-Georg Weinig, Mr Shahab Ud Din, Dr Craig Cormick, and Dr Jean Pascal Zanders to the drafting committee.

5. AGENDA ITEM FIVE – Discussion and adoption of the Strategic Plan

- 5.1 Dr Craig Cormick informed the ABEO of the latest updates that were now reflected in the Strategic Plan of the ABEO (Annex 2), namely, the priorities referred to by the Director-General and the prioritising of projects by members. He further stated that most Board members had already committed to different priorities, several of which aligned well with those outlined by the Director-General. The Board agreed to further examine some of the topics highlighted by the Director-General and to perform this work during the intersessional period. Dr Cormick undertook to reprioritise the activities in the Plan based on the Director-General’s inputs, and in order to avoid overlaps. Consideration could be given to creating sub-working groups within the Board to better address the intersessional work undertaken by it. Referring to the Strategic Plan, the Board discussed the importance of not only technical but also policy questions, such as fighting against misinformation, given the political context in which the OPCW operates and the responsibility of the Board members to help disseminate facts and factually correct information about the OPCW and its work.

5.2 General education on the OPCW's work directed at academic institutions needed to be complemented with educational initiatives targeting several other institutions, including parliaments, among others. In this respect, one Board member recalled the briefing on the OPCW for Members of the British Parliament, delivered by a young student who had produced a very well-informed paper. The Chairperson of the Board shared that he was contributing to a project aimed at including data and information on the OPCW and its work in fact sheets for Members of the German Parliament. Board members were encouraged to use similar opportunities in their respective countries whenever possible.

5.3 The Strategic Plan was adopted by the Board by consensus.

6. **AGENDA ITEM SIX – Translation and dissemination of education and outreach tools and materials**

6.1 The Secretary to the Board provided information on Project 5B¹ on translation and dissemination of education and outreach tools and materials, explaining that the project was being co-funded by the European Union (EU) and the OPCW. The implementing period had begun in May 2019 and would finish in April 2022. The Secretariat agreed with the EU that the visibility of EU financial support should be increased through its acknowledgement by the Secretariat in statements, reports or brochures. Project funding was still available, since the only educational material that had been translated to date was the whiteboard video “Did you know – OPCW?”, which had been produced by Dr Craig Cormick. The Board, with its expertise and knowledge, could help to identify educational tools and materials that could be translated from English into other OPCW official languages. The expected outcomes of this project included a higher level of engagement by National Authorities in education and outreach activities, and further reach of OPCW education and outreach materials, particularly in non-English-speaking regions.

6.2 Board members discussed several suggestions for drawing up a list of existing education and outreach materials to be translated, which included, among others: The Hague Ethical Guidelines Jigsaw Exercise;² the document on trust in science in a post-COVID-19 world;³ the ABEO report on the role of education and outreach in preventing the re-emergence of chemical weapons;⁴ and some primary sources, including some parts of the Journal of Chemical Education.⁵

6.3 This list would help to estimate the expenditures for translation against the financial possibilities provided by the EU funding. To strengthen the engagement of National Authorities in education and outreach activities, it would be recommendable to have a discussion with staff of the International Cooperation and Assistance Division (ICA)

¹ See “Council Decision (CFSP) 2019/538 of 1 April 2019 in support of activities of the Organisation for the Prohibition of Chemical Weapons (OPCW) in the framework of the implementation of the EU Strategy against Proliferation of Weapons of Mass Destruction”. Project 5B – Translation and dissemination of education and outreach tools and materials.

² The exercise was created by Professor Alastair Hay and is based on active learning theory and practice.

³ “The Challenge of Communicating in a Post-truth, Post-trust, Post-expert, Post-COVID19 World”, by Dr Craig Cormick.

⁴ “Supplemental Paper on Current Theory and Practice in Education and Outreach”. Available at https://www.opcw.org/sites/default/files/documents/2019/02/ABEO-05-1_Supplemental%20Paper%202017.pdf

⁵ See: Goode, S. R., Wissinger, J. E., and Wood-Black, F. (2021) ‘Special Issue on Chemical Safety Education: Methods, Culture, and Green Chemistry’, *Journal of Chemical Education*, 98(1), pp. 1-254.

in order to align efforts. Some Board members recalled that they had previously participated in regional meetings of National Authorities and suggested to repeat the practice in future, if circumstances and funding allow. Experience with virtual meetings during the pandemic also opened up new pathways for involvement, such as online participation in regional meetings.

7. AGENDA ITEM SEVEN – Overview of developments at the OPCW since the last ABEO session

7.1 The Secretary to the Board provided a general update to the ABEO on developments at the OPCW since its last session in December 2020, focusing mainly on the transition towards a biennial OPCW Programme and Budget and the approval of the OPCW Programme and Budget for 2021, which amounted to EUR 71.74 million. The Secretary added that at the Twenty-Fifth Session of the Conference of the States Parties (hereinafter “the Conference”), the Director-General had highlighted that the zero nominal growth principle was no longer sustainable.

7.2 As of 31 January 2021, a total of 98.44% of declared chemical weapons stockpiles had been destroyed under the verification by the Secretariat.

7.3 Part II of the Conference was planned to take place as soon as the situation allowed, within the current pandemic context.

7.4 On the Syrian chemical weapons dossier, the Secretary to the Board further informed the ABEO members that the Investigation and Identification Team, the Fact-Finding Mission, and the Declaration Assessment Team continued their work despite the limitations imposed by the COVID-19 pandemic.

7.5 Regarding the case of Mr Alexei Navalny, an update was provided with regard to the request from the Russian Federation received in October 2020 for a technical assistance visit under subparagraph 38(e) of Article VIII of the Convention. All correspondence on the matter between the Secretariat and the Russian Federation was being posted on the OPCW website.

7.6 The Secretary to the Board added that the Director-General had decided to establish a TWG on the Analysis of Biotoxins within the Scientific Advisory Board (SAB) in January 2021, and had appointed Dr Daan Noort as its Chairperson.

7.7 The call for nominations for the ABEO had been issued recently, as several Board members would have already served for two terms at the end of 2021. The Secretariat was looking forward to receiving qualified nominations.

8. AGENDA ITEM EIGHT – Collaboration with the Scientific Advisory Board

The two SAB members, Professor Ponnadurai Ramasami (Mauritius), and Dr Imee Su Martinez (the Philippines), had joined the Tenth Session of the ABEO as SAB liaison officers, and welcomed the close collaboration between the ABEO and the SAB, especially on outreach and educational strategies. In a presentation, Dr Martinez highlighted several topics where the SAB would see common ground for closer collaboration with the ABEO. The ABEO liaison officers with the SAB, Professor Alastair Hay and Dr Craig Cormick, had attended SAB sessions and also endorsed closer collaboration. Both would attend the next session of the SAB and would report back to the ABEO. Professor Hay underlined the very productive past

work of the SAB on scientific publications to establish the credibility of the SAB in academia. The ABEO thanked Professor Ramasami and Dr Martinez for their attendance and presentation, and was strongly in favour of closer future collaboration between the ABEO and the SAB.

9. AGENDA ITEM NINE – Discussion among ABEO members on intersessional work

- 9.1 Professor Rocael Hernández Rizzardini reported on the progress of the TWG on e-Learning. He informed the Board that a meeting with staff of the Secretariat (including the Secretary to the Board and the Senior Knowledge Management Officer) had been scheduled for the following week to further discuss information needed by the TWG. The Chairperson of the TWG on e-Learning was reviewing several of the Secretariat's e-learning modules but important questions needed to be clarified, such as which division would be in charge of coordinating the e-learning strategy at the OPCW, and whether the current platform (based on licenses) would cover the requirements to reach a wider audience. As part of the OPCW's effort to increase its outreach to the general public and higher education institutions, the TWG was suggesting a learning content package that could be relevant for both the OPCW and higher education institutions. The content of this proposed massive open online course (MOOC) would be presented to the Secretariat at the next ABEO session. A Board member recalled that a former ABEO member, Professor Benjamín Ruiz Loyola, had created an MOOC on the Convention in Spanish.
- 9.2 The Secretary to the Board informed the ABEO that the ICA would engage the services of an e-learning developer and that coordination of efforts with the ICA was therefore of the utmost importance. The Board members agreed that closer cooperation with ICA staff was necessary in order to work more effectively and to achieve positive impacts for the Secretariat, civil society, and the next generations.
- 9.3 Dr Zanders informed the Board about his participation in the "Targeted Initiative (TI) on Export Controls of Dual-Use Materials and Technologies", funded by the European Commission's Directorate-General for International Cooperation and Development (DEVCO). Implementation of the initiative had been entrusted to the International Science and Technology Centre (ISTC) in Kazakhstan and the Science and Technology Centre (STCU) in Ukraine. Dr Zanders had designed a full master's course on CBRN⁶ dual-use technology transfer controls.
- 9.4 Mr Shahab Ud Din stated that COVID-19 has changed the dynamics of training and other related events. A number of events had been held locally in Pakistan where he acted as a resource person and executor. A national assistance course against chemical weapons, a familiarisation workshop on protection against biological agents, and visits to universities and industries were among the activities undertaken. Visits were conducted to two universities and five industry sites to raise awareness about the Convention. Educators had been asked to integrate issues related to the Convention in already crowded syllabi in the educational system. A seminar aimed at different stakeholders on creating synergies in the work on biological and chemical agents was also being held.
- 9.5 A Board member suggested creating an alumni association of former ABEO members that would be ready to help the OPCW with their expertise and knowledge and to contribute to the future ChemTech Centre. The Board agreed with this proposal.

⁶ CBRN = chemical, biological, radiological, and nuclear.

Reaching out to civil society and targeting wider audiences was also considered a goal that could be more easily achieved by working closer with the Chemical Weapons Convention Coalition, coordinated by Mr Paul Walker.

- 9.6 As was tradition, the Board agreed to prepare a statement to be presented to the Conference at its Twenty-Fifth Session (Part II). Should this not be possible owing to an already full Conference programme, a statement for presentation to the Conference at its Twenty-Sixth Session would be foreseen.
- 9.7 The Chairperson of the ABEO closed the Tenth Session of the Board at 16:05 on 10 February 2021.

Annexes:

Annex 1: List of Participants in the Tenth Session of the Advisory Board on Education and Outreach

Annex 2 (English only): Strategic Plan

Annex 1

**LIST OF PARTICIPANTS* IN THE TENTH SESSION
OF THE ADVISORY BOARD ON EDUCATION AND OUTREACH**

1. Prof. Tatsuya Abe
2. Dr Adriana Bernacchi
3. Prof. Mohd Jamil Bin Maah
4. Dr Craig Cormick
5. Prof. Alastair Hay
6. Prof. Rocael Hernández Rizzardini
7. Prof. Fatima Lamchouri
8. Mr Shahab Ud Din
9. Dr Johannes-Georg Weinig
10. Dr Anna Zalewska
11. Dr Jean Pascal Zanders
12. Dr Mark Cesa (observer: International Union of Pure and Applied Chemistry)
13. Prof. Imee Su Martinez (observer: member of the SAB)
14. Prof. Ponnadurai Ramasami (observer: member of the SAB)

* Apologies: Mr William Garcia (observer: European Chemical Industry Council)

Absent: Dr Jo Husbands, Ms Gaukhar Mukhatzhanova, Dr Austin Ochieng Aluoch,
and Prof. Krishnaswamy Vijay Raghavan

Annex 2
STRATEGIC PLAN⁷

Strategic Plan Content

1. Goals and objectives
2. Priorities of the Director-General
3. SWOT⁸ analysis
4. Key target audiences
5. Target audience segmentation—with key messages, mediums, success factors, and influencers
6. Budget
7. Evaluation

⁷ Updated February 2021.

⁸ Strengths, weaknesses, opportunities, and threats.

1. GOALS AND OBJECTIVES

Vision

To be a valued source of expert advice on education and outreach (E&O) and relevant activities for the OPCW Technical Secretariat and States Parties.

Mission statement

In line with the existing terms of reference of the Board,⁹ to provide specialised advice, assistance, training, and other activities in areas of E&O relevant to the OPCW's mandate of preventing the re-emergence of chemical weapons.

Key goals

- (a) Provide advice on E&O activities to the Director-General, and to States Parties and other stakeholders that is effective, sustainable, cost-effective, and benefits from the latest advances in E&O theory or best practice.¹⁰
- (b) Develop a portfolio of E&O activities and projects that benefits the broadest range of stakeholders.¹¹
- (c) Increase awareness of the work of the OPCW among key target audiences, particularly non-specialised audiences.¹²
- (d) Improve the reach of the OPCW's activities, also through e-learning, both at the national and regional levels, including through the systematic translation of materials into the OPCW's official languages.¹³

⁹ "Advisory Board on Education and Outreach Terms of Reference" (Annex to C-20/DEC.9, dated 3 December 2015).

¹⁰ Ibid.

¹¹ Ibid.

¹² ABEO-1/1 (dated 29 April 2016).

¹³ Ibid.

Key objectives

- (a) Monitor, through the Board's biannual meetings and informal intersessional consultations, global E&O trends and activities relevant to the goals of the Board, and report on these to the Director-General, and through him to the States Parties.¹⁴
- (b) Continually develop E&O materials (and improve existing materials) in accessible formats that increase awareness of the importance of preventing the re-emergence of chemical weapons, and which are strategically targeted by time, audience, and need.
- (c) Through a temporary working group (TWG), and against an agreed timetable of one year, provide advice to the OPCW on effective e-learning strategies that meet the goals of the OPCW, and on how these strategies can be implemented.
- (d) Continually develop effective networks and new partnerships with key stakeholder communities, as defined in the Board's communication strategy, in order to leverage their expertise to help achieve the Board's goals.¹⁵
- (e) Evaluate all work undertaken by the Board, through evaluation mechanisms built into each activity, and report on the outcomes of these evaluations. Results will be used to continually improve the impact of activities. Provide advice, upon request, on E&O work undertaken by the Secretariat, States Parties or National Authorities and, where possible, review OPCW teaching and training and advise on appropriate training approaches.¹⁶

¹⁴ Annex to C-20/DEC.9.

¹⁵ Medium-Term Plan of the OPCW (EC-92/S/1 C-24/S/1, dated 22 July 2019); Annex to C-20/DEC.9.

¹⁶ ABEO-1/1.

2. PRIORITIES OF THE DIRECTOR-GENERAL

- (a) Establish e-learning relations with academic institutions, especially prestigious universities, both for the ABEO and the TWG.
- (b) Increase the knowledge, expertise, and skills of the States Parties, particularly through the review of current e-learning modules and the provision of advice by the TWG on e-learning to develop interactive e-learning trainings for States Parties.
- (c) Identify tools and materials that can be translated into other OPCW official languages to increase capacity building in the States Parties, in cooperation with the International Cooperation and Assistance Division (with all activities or actions to have an identified added value and avoiding duplication).
- (d) Develop a “bluebook” of relevant experts (professors, inspectors, professionals from the chemical industry, politicians, and diplomats, among others) and institutions (governments, universities, foundations, non-governmental organisations, and think tanks, among others) that could support the ChemTech Centre programmes, or become ambassadors for the Centre (e.g. Nobel laureates).
- (e) Raise awareness of chemical safety and security and ethical guidelines (particularly the protection of the environment and peaceful uses of chemistry), targeting civil society, academia, and young professionals.

3. SWOT ANALYSIS

Strengths	Weaknesses
<p>Knowledge and experience</p> <ul style="list-style-type: none"> • Diversity of membership • Wide experience of members • Broad range and diversity of experience in teaching and outreach to global and regional audiences • Knowledge of the Convention • Experience in promoting the achievements of the OPCW • Experience of several National Authorities • Experience delivering talks/presentations/webinars • Very good experience in elaborating education and awareness programmes for a main training course in the form of training module descriptions, courses, and pedagogical activities or a further training course in the form of seminars, workshops, study days, etc. <p>Capacity for activities</p> <ul style="list-style-type: none"> • Expert knowledge of ABEO members to develop tools to help spread knowledge about the Convention and OPCW goals and activities • Readiness to take joint actions (such as conferences, workshops, publications, etc.) under the tutelage of the OPCW • The possibility of direct interactions and discussions with prominent experts from the Board as well as from the OPCW, during ABEO meetings in The Hague • Ability to use new pedagogical methods such as “Active Learning” to teach courses and to lead activities for students, young people or general public • Provide reference materials and exercises and discussion questions • E&O activities for delegates/States Parties when ABEO is in session, during Annual National Authorities Day, and during sessions of the Conference 	<p>Lack of mechanisms to widely engage the OPCW</p> <ul style="list-style-type: none"> • No mechanism for engaging effectively with branches of the OPCW • Complexity in understanding the needs of Secretariat staff • Difficulty in prioritising work that is needed by the OPCW • No clear OPCW policy in regard to E&O initiatives • Lack of regular engagement of the ABEO with National Authorities • Many National Authorities do not recognise or consider E&O as a priority • A lack of understanding of the specific needs that some States Parties to the Convention may have, particularly those on the African continent. Therefore, it might be important to have good interlocutors who can engage some National Authorities • No direct interaction with National Authorities <p>Financial support</p> <ul style="list-style-type: none"> • No secure source of funding for activities • A sense of inability to perform serious long-term tasks that require human, financial and institutional expenditure • Lack of resources as a barrier to undertaking E&O activities, such as limits in the number of software licenses <p>Board unity and commitment</p> <ul style="list-style-type: none"> • Different degrees of commitment and capacity of ABEO members • Lack of quality discussions between Board members and Secretariat staff, or even among members of the ABEO • Hard to recognise the expectations and scope of involvement of ABEO members • Need to foster internal work mechanisms between ABEO members (we have knowledge and experience but we need to work together)

Strengths	Weaknesses
<ul style="list-style-type: none"> • Training of ABEO members in working towards the stated goals to empower them <p>Different perspective</p> <ul style="list-style-type: none"> • Possibility to see what Secretariat staff cannot achieve • Ability to create opportunities to make the OPCW and the Convention known to next generations at university and in high schools and colleges <p>Consultative and capacity building</p> <ul style="list-style-type: none"> • Being part of a consultative Board • Contributes to capacity-building efforts • E&O is a source of motivation for less well-resourced National Authorities 	<p>Activity over strategy</p> <ul style="list-style-type: none"> • Doing many projects but not taking into account their results (not measurable) • Too long “wish lists” of what ABEO, the Secretariat, and the OPCW should/could do • Number of concurrent tasks entrusted to ABEO members can get in the way of other ABEO priorities. Presenting a lack of clear strategic direction/priorities to enable making choices among many potential opportunities • Lack of a clear and cohesive work plan as to the implementation of activities • A lack of capacity to use the official languages of the OPCW other than just English <p>Other</p> <ul style="list-style-type: none"> • The universality of the Convention and its global reach, versus the diversity of priorities of States Parties

Opportunities	Threats
<p>Collaborations and partnerships</p> <ul style="list-style-type: none"> • Build collaborations with the scientific community International Union of Pure and Applied Chemistry (IUPAC) and industry (International Council of Chemical Associations (ICCA) and the International Chemical Trade Association (ICTA)) • IUPAC and ICCA to continue to appoint credible observers to ABEO meetings • Find ways to deepen relations with OPCW and other organisations, to ensure less costs and more synergies • Capacity to form partnerships with other organisations – if feasible • Potential for productive and flexible relationships with different parts of the Secretariat to overcome barriers and stovepipes • Find the right projects, in relation with different stakeholders (for example industry and also other international organisations) • Encourage and promote efforts by the appropriate national and international professional bodies to inculcate appropriate awareness among scientists and engineers at an early stage in their careers • Assist States Parties, upon request, in implementing E&O activities • Encourage the seeking of partnerships with relevant organisations • Allow ABEO members to participate (as in 2016) in meetings of National Authorities because it is an opportunity for them to know the real needs in order to be able to present and propose actions that will meet real needs and that best approximate the reality 	<p>Uncertainty of support</p> <ul style="list-style-type: none"> • Uncertain future of financial support from the OPCW for projects and programmes • Weakening hope/no hope for the expected budget (even if very modest) since the first meetings, that will be clearly defined (real) and that will allow the organisation of a series of conferences on the history, role and future plans of the OPCW <p>Missed opportunities to influence stakeholders</p> <ul style="list-style-type: none"> • Failing to grasp opportunities for interaction with National Authorities • We lose/do not use the possibility of influencing National Authorities during the ABEO briefings which potentially give the ABEO favourable conditions to raise awareness of E&O objectives; so far not very constructive • Losing confidence from States Parties or the OPCW • Dependence on engagement and cooperation from parts of the Secretariat to achieve E&O goals <p>Bureaucratic hurdles</p> <ul style="list-style-type: none"> • OPCW is very bureaucratic and there is a need to create more interaction between divisions <p>Lack of strategic impacts</p> <ul style="list-style-type: none"> • The impact of O&E activities should be measurable • Personal interests which might not be aligned with OPCW goals

Opportunities	Threats
<p>Board member skills and enthusiasm</p> <ul style="list-style-type: none"> • Eagerness of new ABEO members to be involved • Willingness of second term ABEO members to be involved <p>Digital opportunities</p> <ul style="list-style-type: none"> • New website very appealing and opportunities to showcase activities <p>Strategic opportunities</p> <ul style="list-style-type: none"> • Develop programmes and activities by region or by continent because the expectations and needs are not the same for all States Parties • Become more strategic in direction • Fix the timeline for projects in relation to E&O • Take into account particularities of global diversity <p>Obtain adequate resourcing</p> <ul style="list-style-type: none"> • Obtain funds and human resources for the participatory projects in relation to E&O 	<p>External threats</p> <ul style="list-style-type: none"> • State Parties may pick and choose E&O policies that suit them for financial reasons or political interests • Political situation at home and internationally may influence States Parties' commitment and involvement in the programme • Not all States Parties may be able to implement E&O activities, and this may result in haphazard policy • Shortcomings in terms of funds and human resources for activities, including projects in relation to E&O

4. KEY AUDIENCES

1. Industry

Industry is defined broadly to cover all players along the value chain, from the manufacture, use, transportation, storage, and trade of chemicals with potential applications as weapons or that present significant risks to industrial safety. They also incorporate micro-, mini-, small-, medium-, and large-scale operations in both the organised formal sector, and the decentralised and unorganised entrepreneurial activity of the informal sector.

2. Scientists

Scientists include individuals with scientific, engineering, or other technical backgrounds working in any sector relevant to the implementation of the Convention and to the broader challenge of preventing the re-emergence of chemical weapons. Scientists work in academic and scientific settings as well as in industry and for governments.

3. Academia

Academia includes all persons involved in an institution of higher learning (e.g., universities and colleges) across fields ranging from science and technology to law, international relations, social sciences, humanities, business, and others. Educators in secondary and even primary schools are also potential audiences.

4. Civil society

The OPCW has developed relationships with various civil society organisations, particularly through the Chemical Weapons Convention Coalition (CWCC), an umbrella grouping of national and international NGOs established in 2009. Other disarmament, security and environmental NGOs are also potential targets for engagement in preventing the re-emergence of chemical weapons.

5. Policy makers

Policymakers are individuals who are able to make or influence policy at the national, regional, and international level. They may be government ministers, ministry officials, diplomats or parliamentarians. In view of their respective capacities and responsibilities, they can affect implementation of the Convention in many settings.

6. General public

The general public, or more accurately general publics, can have strong influence, in that they can influence policy and other stakeholders, and perceptions of what the general public thinks on a topic can have wide influence. It should be noted, however, that perceptions of public attitudes often do not always align with public attitudes, because of inherent biases of the media and social media in reporting public attitudes and behaviours.

7. Youth/ Next generation

Youth/next generation needs to be understood as a subset of the General Public, but also of many of the other key audiences, and this audience often relates to and uses different media and information channels and has influencers different than traditional audiences. Members of this audience can also often be a more active public on global issues that they see affecting their futures. The particular information needs of this audience should be better understood in order to better reach them.

8. Media

With the rise of the Internet and social media, the concept of media has broadened beyond the traditional press outlets—newspapers, magazines, television, and radio. The dissemination of information and opinions is no longer the preserve of professionally trained journalists and expert commentators whose contributions are vetted by news producers. Anybody seeking to communicate an insight or opinion on certain issues, however marginal they may be socially, can now launch a blog or simply respond to Internet postings by other people. Also, in the last few years the so-called “fake news” has been used to damage the reputation of governments, international organisations, as well as other institutions.

Target Audience Segmentation – with Key Messages, Success Factors, and Influencers* Priority	Priority Audience/ Easy to Reach	Priority Audience/ Hard to Reach	Non-Priority Audience/ Easy to Reach	Non-Priority Audience/ Hard to Reach
<p>1. Industry</p>	<p>1</p> <p>1A Director-General Priority/ Board Priority</p> <p><u>Message:</u> Awareness regarding chemical safety and security, and how it relates to large corporations and the OPCW mandate (particularly in peaceful uses of chemistry and ethical guidelines)</p> <p><u>Medium:</u> Online workshops and training modules</p> <p><u>Success factors:</u> Uptake of workshops and training modules</p> <p><u>Influencers:</u> National Authorities and the OPCW supported by chemical industries</p>	<p>2</p> <p>2A Director-General Priority/ Board Priority</p> <p><u>Message:</u> Awareness regarding chemical safety and security, for small and medium-sized enterprises and the OPCW mandate (particularly peaceful uses of chemistry and ethical guidelines)</p> <p><u>Medium:</u> Online workshops and training modules. A strategy should be to move them from priority audience 2 to priority audience 1</p> <p><u>Success factors:</u> Uptake of workshops and training modules</p> <p><u>Influencers:</u> The OPCW supported by respective National Authorities, chemical entrepreneurs, scientists, and researchers</p>	<p>3</p> <p>These non-priority audiences can be adequately reached through flow-on information targeted at the first two priority audiences.</p>	<p>4</p> <p>n/a</p>

* Noting that activities can reach multiple audiences simultaneously.

Target Audience Segmentation – with Key Messages, Success Factors, and Influencers*	Priority Audience/ Easy to Reach	Priority Audience/ Hard to Reach	Non-Priority Audience/ Easy to Reach	Non-Priority Audience/ Hard to Reach
<p>1B Director-General Priority/ Board Priority</p> <p><u>Message:</u> Awareness regarding impact of chemicals on community and surrounding areas, large corporations, in line with the OPCW mandate (particularly the protection of the environment)</p> <p><u>Medium:</u> Online workshops, seminars, trainings, awareness sessions</p> <p><u>Success factors:</u> Uptake of workshops and training modules</p> <p><u>Influencers:</u> OPCW supported by respective chemical societies</p>	<p>2B Director-General Priority/ Board Priority</p> <p><u>Message:</u> Awareness regarding impact of chemicals on community and surrounding areas; and small and medium-sized enterprises, in line with the OPCW mandate (particularly the protection of the environment)</p> <p><u>Medium:</u> Online workshops, seminars, trainings, awareness sessions</p> <p><u>Success factors:</u> Uptake of workshops and training modules</p> <p><u>Influencers:</u> OPCW supported by respective chemical societies and adjacent community, and National Authorities</p>	<p>2C</p> <p><u>Message:</u> Awareness among small and medium enterprises regarding chemical hazards in case of industrial disasters</p> <p><u>Medium:</u> Online workshops, seminars, trainings, awareness sessions, drills and exercises</p> <p><u>Success factors:</u> Uptake of workshops and training modules</p> <p><u>Influencers:</u> OPCW supported by disaster management authorities</p>		
	<p>Director-General Priority/ Board Priority</p> <p><u>Message:</u> Desire to identify champions (relevant professionals from the chemical industry, institutions, think tanks, etc.) to support the ChemTech Centre programmes or be ambassadors for the Centre</p> <p><u>Medium:</u> Direct contacts and through chemical societies and industry bodies</p> <p><u>Success factors:</u> Acceptance from targeted individuals</p> <p><u>Influencers:</u> Peers</p>			

Target Audience Segmentation – with Key Messages, Success Factors, and Influencers*	Priority Audience/ Easy to Reach	Priority Audience/ Hard to Reach	Non-Priority Audience/ Easy to Reach	Non-Priority Audience/ Hard to Reach
<p>IC</p> <p><u>Message:</u> Awareness regarding chemical hazards in case of industrial disasters among large corporations</p> <p><u>Medium:</u> Online workshops, seminars, trainings, awareness sessions, drills and exercises</p> <p><u>Success factors:</u> Uptake of workshops and training modules</p> <p><u>Influencers:</u> Revered peers</p>				
<p>2. Scientists</p>		<p>2D Board Priority</p> <p><u>Message:</u> Awareness raising about the Convention, the OPCW and its mission and roles, etc. and why they are relevant to scientists</p> <p><u>Medium:</u> Best reached through key influencers, and by participating in key events where they are involved (conferences, tertiary education, etc.)</p> <p><u>Success factors:</u> Successfully moving scientists from Priority audience 2 to priority audience 1</p> <p><u>Influencers:</u> Esteemed peers</p>	<p>These non-priority audiences can be adequately reached through flow-on information targeted at the first two priority audiences</p>	<p>n/a</p>

Target Audience Segmentation – with Key Messages, Mediums, Success Factors, and Influencers*	Priority Audience/ Easy to Reach	Priority Audience/ Hard to Reach	Non-Priority Audience/ Easy to Reach	Non-Priority Audience/ Hard to Reach
<p>Director-General Priority/ Board priority <u>Message:</u> Desire to identify champions (experts, professors, and institutions, and universities to support the ChemTech Centre programmes or be ambassadors for the Centre. <u>Medium:</u> Direct contacts and through chemical societies <u>Success factors:</u> Acceptance from targeted individuals. <u>Influencers:</u> Peers</p>		<p>2E <u>Message:</u> Awareness regarding chemical safety and security and the Convention <u>Medium:</u> Online workshops, training modules and key influencers, conferences, tertiary education, etc. A strategy should be to move them from priority audience 2 to priority audience 1 <u>Success factors:</u> Uptake by participants <u>Influencers:</u> OPCW supported by chemical societies and scientific academies, other scientists and researchers from priority audience 2</p>		

Target Audience Segmentation – with Key Messages, Mediums, Success Factors, and Influencers*	Priority Audience/ Easy to Reach	Priority Audience/ Hard to Reach	Non-Priority Audience/ Easy to Reach	Non-Priority Audience/ Hard to Reach
<p>IF</p> <p><u>Message:</u> The Hague Ethical Guidelines may be used as a sort of code of conduct and best practices for scientists to promote a safety and security culture</p> <p><u>Medium:</u> PDF/printed copy/online distributed at key conferences</p> <p><u>Success factors:</u> Uptake of brochure and success at raising awareness</p> <p><u>Influencers:</u> OPCW supported by chemical societies and respective young chemists organisations (European Young Chemists’ Network (EYCN) and the International Younger Chemists Network (IYCN))</p>				

Target Audience Segmentation – with Key Messages, Mediums, Success Factors, and Influencers*	Priority Audience/ Easy to Reach	Priority Audience/ Hard to Reach	Non-Priority Audience/ Easy to Reach	Non-Priority Audience/ Hard to Reach
<p>IG Director-General Priority/ Board Priority</p> <p><u>Message:</u> Awareness regarding chemical safety and security and the Convention, (particularly the protection of environment in peaceful uses of chemistry)</p> <p><u>Medium:</u> Online workshops and training modules, key influencers, conferences, etc.</p> <p><u>Success factors:</u> Uptake of workshops and training modules, conferences, etc.</p> <p><u>Influencers:</u> National Authorities and the OPCW supported by chemical societies and scientific academies, other scientists and researchers</p>				

Target Audience Segmentation – with Key Messages, Success Factors, and Influencers*	Priority Audience/ Easy to Reach	Priority Audience/ Hard to Reach	Priority Audience/ Easy to Reach	Priority Audience/ Hard to Reach	Non-Priority Audience/ Easy to Reach	Non-Priority Audience/ Hard to Reach
<p>3. Academia</p>	<p>1H Board Priority <u>Message:</u> Awareness raising of the role and relevance of the OPCW organisation: (creation, missions and roles, affiliated countries, etc.) <u>Medium:</u> Online workshop, webinar. Active learning via Teams: group discussions and debates carried out in online class in the form of “question-debate” exercises and also through group homework in the form of preparation of reports, lectures and mini-films <u>Success factors:</u> Uptake by academics and through them students <u>Influencers:</u> OPCW, supported by chemical societies and respective young chemists organisations (EYCN/IYCN)</p>	<p>2F <u>Message:</u> Awareness raising about the role and relevance of The Hague Ethical Guidelines to promote a culture of responsible conduct in the chemical sciences and to guard against the misuse of chemistry <u>Medium:</u> PDF/printed copy/ direct engagement <u>Success factors:</u> Uptake by teachers/lecturers, and through them, students <u>Influencers:</u> Peers and the OPCW, supported by chemical societies and respective young chemists organisations (EYCN/IYCN)</p>	<p>1I <u>Message:</u> Raising awareness of the Convention <u>Medium:</u> Online workshop, webinar. Active learning via Teams: group discussions and debates carried out in online class in the form of “question-debate” exercises and also through group homework in the form of preparation of reports, lectures, and mini-films. Also upload selected videos made by online workshop and webinar participants</p>	<p>2G Director-General Priority / Board Priority <u>Message:</u> Awareness regarding chemical safety and security and the Convention (particularly the protection of environment in peaceful uses of chemistry) <u>Medium:</u> Online workshops, training modules and key influencers, conferences, tertiary education, etc. A strategy should be to move them from priority audience 1 to priority audience 2</p>	<p>3A <u>Message:</u> Learning about the Convention (secondary school/college level) <u>Medium:</u> Online workshop, peer-to-peer instruction, case studies and exercise <u>Success factors:</u> Uptake of resources <u>Influencers:</u> OPCW, supported by chemical societies and respective young chemists organisations (EYCN/IYCN)</p>	<p>n/a</p>

<p>Target Audience Segmentation – with Key Messages, Mediums, Success Factors, and Influencers*</p>	<p>Priority Audience/ Easy to Reach</p> <p><u>Success factors:</u> Uptake by academics and through them students. Evaluation form (web links) to allow participants to express their opinions on the content of each module (videoconference, webinar, online workshop), on the facilitation methods used and on the distance learning experience (distance learning)</p> <p><u>Influencers:</u> OPCW, supported by chemical societies and respective young chemists organisations (EYCN/YCN)</p>	<p>Priority Audience/ Hard to Reach</p> <p><u>Success factors:</u> Uptake of media.</p> <p><u>Influencers:</u> OPCW supported by chemical societies and scientific academies, other scientists and researchers from priority audience 2</p>	<p>Non-Priority Audience/ Easy to Reach</p>	<p>Non-Priority Audience/ Hard to Reach</p>
	<p>1J Director-General Priority/ Board Priority</p> <p><u>Message:</u> Awareness regarding chemical safety and security (particularly the protection of the environment in peaceful uses of chemistry)</p> <p><u>Medium:</u> Online workshops and training modules, key influencers, conferences, seminars, etc.</p> <p><u>Success factors:</u> Uptake of workshops and training modules, conferences, seminars, etc.</p> <p><u>Influencers:</u> National Authorities and the OPCW supported by chemical societies and scientific academies, other scientists and researchers</p>			

Target Audience Segmentation – with Key Messages, Mediums, Success Factors, and Influencers*	Priority Audience/ Easy to Reach	Priority Audience/ Hard to Reach	Non-Priority Audience/ Easy to Reach	Non-Priority Audience/ Hard to Reach
<p>Director-General Priority <u>Message:</u> Desire to establish relations with academic institutions, especially prestigious universities, around e-learning. <u>Medium:</u> Direct contacts through the TWG on e-learning <u>Success factors:</u> Increased engagement by prestigious universities <u>Influencers:</u> Peers</p> <p>Director-General Priority <u>Message:</u> Desire to identify champions (experts, professors, inspectors, relevant professionals from the chemical industry, politicians, diplomats, among others) and institutions (governments, universities, foundations, non-governmental organisations, think tanks, among others) to support the ChemTech Centre programmes or be ambassadors for the Centre. <u>Medium:</u> Direct contacts and through Chemical societies <u>Success factors:</u> Acceptance from targeted individuals. <u>Influencers:</u> Peers</p>				

Target Audience Segmentation – with Key Messages, Success Factors, and Influencers*	Priority Audience/ Easy to Reach	Priority Audience/ Hard to Reach	Priority Audience/ Easy to Reach	Priority Audience/ Hard to Reach	Non-Priority Audience/ Hard to Reach
<p>4. Civil society</p>	<p>1K Director-General Priority/ Board Priority Message: Support civil society, such as NGOs' role in awareness raising of chemical weapons issues with their respective stakeholders (particularly the protection of environment in peaceful uses of chemistry) Medium: Seminars, online workshop, seminars, direct engagement Success factors: Increased engagement Influencers: Peers</p>	<p>2H Message: Why the Convention is relevant to them Medium: Through direct engagement Success factors: Increased engagement Influencers: Peers</p>	<p>These non-priority audiences can be adequately reached through flow-on information targeted at the first two priority audiences</p>	<p>n/a</p>	
	<p>Director-General Priority Message: Desire to identify champions (experts, institutions, Foundations, non-governmental organisations, think tanks) to support the ChemTech Centre programmes or be ambassadors for the Centre Medium: Direct contacts and through other civil society groups Success factors: Acceptance from targeted individuals Influencers: Peers</p>				

Target Audience Segmentation – with Key Messages, Mediums, Success Factors, and Influencers*	Priority Audience/ Easy to Reach	Priority Audience/ Hard to Reach	Non-Priority Audience/ Easy to Reach	Non-Priority Audience/ Hard to Reach
<p>5. Policy makers</p>	<p>1L Board Priority <u>Message:</u> The role of the Convention, including the role of National Authorities in preventing chemical weapons and chemical terrorism <u>Medium:</u> Continuous meetings with all concerned ministries <u>Success factors:</u> National Authority involvement in activities <u>Influencers:</u> ABEO via OPCW social media, governments and peer National Authorities</p>	<p>2I <u>Message:</u> Implementation of the Convention contributes to chemical safety and security worldwide (and thus supports the sustainable development goals) <u>Medium:</u> Poster/annex to ABEO report <u>Success factors:</u> Available for States Parties/National Authorities at sessions of the Conference <u>Influencers:</u> ABEO via OPCW social media, government and peers</p>	<p>These audiences can be adequately reached through flow-on information targeted at the two priority audiences</p>	<p>n/a</p>
	<p>Director-General Priority <u>Message:</u> Awareness raising on chemical safety and security and ethical guidelines (particularly the protection of environment in peaceful uses of chemistry) <u>Medium:</u> Continuous meetings with all concerned ministries, and identify tools and materials that can be translated into other OPCW official languages to increase capacity building of Member States, in cooperation with the International Cooperation and Assistance Division. <u>Success factors:</u> National Authority involvement in activities <u>Influencers:</u> ABEO via OPCW social media, governments and peer National Authorities</p>			

Target Audience Segmentation – with Key Messages, Success Factors, and Influencers*	Priority Audience/ Easy to Reach	Priority Audience/ Hard to Reach	Non-Priority Audience/ Easy to Reach	Non-Priority Audience/ Hard to Reach
<p>Director-General Priority/Board Priority</p> <p><u>Message:</u> Desire to identify champions (experts, inspectors, relevant professionals, politicians, and diplomats to support the ChemTech Centre programmes or be ambassadors for the Centre.</p> <p><u>Medium:</u> Direct contacts and through government agencies</p> <p><u>Success factors:</u> Acceptance from targeted individuals.</p> <p><u>Influencers:</u> Peers</p>				
<p>6. General public</p> <p>IM</p> <p><u>Message:</u> How the Convention and the OPCW are keeping you safe from chemical weapons and chemical terrorism</p> <p><u>Medium:</u> YouTube content on “What is the OPCW?”</p> <p><u>Success factors:</u> Publicly available, and links to the resource well promoted, measured by hits</p> <p><u>Influencers:</u> ABEO via OPCW social media</p>		<p>2J</p> <p><u>Message:</u> Did you know about the role of the OPCW in protecting you from the use of chemical weapons and chemical terrorism?</p> <p><u>Medium:</u> Mainstream media with links to relevant sites and sources, and through key public influencers</p> <p><u>Success factors:</u> Increased awareness and increased hits on linked sites</p> <p><u>Influencers:</u> ABEO via OPCW social media</p>	<p>3B</p> <p><u>Message:</u> Did you know about the role of the OPCW in protecting you from the use of chemical weapons and chemical terrorism?</p> <p><u>Medium:</u> YouTube content on “What is the Convention, the OPCW, and its role?”</p>	n/a

Target Audience Segmentation – with Key Messages, Mediums, Success Factors, and Influencers*	Priority Audience/ Easy to Reach	Priority Audience/ Hard to Reach	Non-Priority Audience/ Easy to Reach	Non-Priority Audience/ Hard to Reach
<p>IN <u>Message:</u> Chemical weapons have been used throughout history, and the Convention prevents their use today <u>Medium:</u> Online education resource on the “Use and Abuse of History of Chemical Warfare” <u>Success factors:</u> Publicly available and links to the resource well promoted <u>Influencers:</u> ABEO via OPCW social media, government and peers</p> <p>IO <u>Message:</u> Awareness raising about the Convention <u>Medium:</u> An integrated public diplomacy strategy to raise public awareness via online, posters, flyers, social media <u>Success factors:</u> Uptake of information <u>Influencers:</u> ABEO via OPCW social media, government and peers</p>			<p><u>Success factors:</u> Publicly available, and links to the resource promoted well, measured by hits <u>Influencers:</u> ABEO via OPCW social media</p>	

Target Audience Segmentation – with Key Messages, Success Factors, and Influencers*	Priority Audience/ Easy to Reach	Priority Audience/ Hard to Reach	Priority Audience/ Easy to Reach	Priority Audience/ Hard to Reach	Non-Priority Audience/ Hard to Reach
<p>7. Youth/ Next generation</p> <p>1P <u>Message:</u> Chemical weapons have been used throughout history, and the Convention prevents their use today. Awareness raising on chemical safety and security and ethical guidelines (particularly the protection of environment in peaceful uses of chemistry) <u>Medium:</u> School-based resource on the “Use and Abuse of History of Chemical Warfare” <u>Success factors:</u> Uptake by teachers, and through them, students <u>Influencers:</u> OPCW supported by chemical societies, teachers and peers</p> <p>Director-General Priority <u>Message:</u> Awareness raising on chemical safety and security and ethical guidelines (particularly the protection of environment in peaceful uses of chemistry) <u>Medium:</u> Targeted social media <u>Success factors:</u> Successful reach into targeted audiences <u>Influencers:</u> OPCW supported by chemical societies, champions and peers</p>	<p>2K <u>Message:</u> Chemical weapons have been used throughout history, and the Convention prevents their use today <u>Medium:</u> Schools-based resource on the “Use and Abuse of History of Chemical Warfare” <u>Success factors:</u> Uptake by teachers, through influence of peers, and through them, students <u>Influencers:</u> Peers</p> <p>2L <u>Message:</u> The Hague Ethical Guidelines to promote a culture of responsible conduct in the chemical sciences and to guard against the misuse of chemistry <u>Medium:</u> PDF/printed copy <u>Success factors:</u> Uptake by teachers/lecturers, and through them, students <u>Influencers:</u> OPCW supported by chemical societies and respective young chemists organisations (EYCN/YCN)</p>	<p>3C <u>Message:</u> Chemical weapons have been used throughout history, and the Convention prevents their use today <u>Medium:</u> Schools-based resource on the “Use and Abuse of History of Chemical Warfare” <u>Success factors:</u> Uptake by teachers, and through them, students <u>Influencers:</u> Teachers and peers</p>			n/a

Target Audience Segmentation – with Key Messages, Mediums, Success Factors, and Influencers*	Priority Audience/ Easy to Reach	Priority Audience/ Hard to Reach	Non-Priority Audience/ Easy to Reach	Non-Priority Audience/ Hard to Reach
<p>8. Media</p> <p>IQ</p> <p><u>Message:</u> National Authorities engage with media during events related to Convention</p> <p><u>Medium:</u> Video coverage through media, seminars</p> <p><u>Success factors:</u> Uptake by media and successful media coverage</p> <p><u>Influencers:</u> ABEO via OPCW social media and National Authorities</p>	<p>-</p> <p>- Addressed via OPCW Public Affairs Branch</p> <p>- National Authorities outreach initiatives</p>	-	-	n/a

NOTES:

- The media are a special audience in that they are primarily influencers and are a pathway to reaching priority audiences.
- Being hard to reach can be defined by lack of channels or by lack of engagement, or by attitudes.
- Blockers and antagonists can come from any of the main target audience categories and need to be defined by whether they are influencers of others or not.
- Hard to reach audiences sometimes need a communication strategy that is based on “engagement” rather than traditional communications, whereby there is two-way communications based on relationship building and an outcome that is jointly developed.

The audience messages and mediums are largely contained within Annex 2 to the ‘Report on the Role of Education and Outreach in Preventing the Re-Emergence of Chemical Weapons’ (ABEO-5/1, dated 12 February 2018), and can be mapped across this matrix to develop a priority plan.

5. BUDGET

The budget for most ABEO activities is very limited, and the costs of developing activities and resources are generally obtained or borne by ABEO members, but with support there is capacity to leverage off other opportunities and also to seek grants to support some projects where appropriate.

6. EVALUATION

Each activity undertaken should include an evaluation to analyse the success of the activity, comparing baseline data with real outputs according to key performance indicators, and the individual success factors of the activity. This is vital in order to deliver effective results with an impact and to be able to modify and fine-tune the activities based on this evaluation in a continuous cycle of improvement.

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