

A Work Project, presented as part of the requirements for the Award of a Master's degree in International Development and Public Policy from the Nova School of Business and Economics.

**DIGITAL PUBLIC DIPLOMACY AT THE
PORTUGUESE MINISTRY OF FOREIGN AFFAIRS:**

**TRANSFORMING THE NATURE OF DIGITAL PUBLIC DIPLOMACY - CREATING
AND AI -POWERED TOOL FOR EVENT EVALUATION**

TAMARI SABANADZE

Work project carried out under the supervision of:

Pedro Martins (Coordinator)
Joana Gaspar (Co-Advisor)

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Abstract

In this work project, the use of digital public diplomacy is examined as a means of enhancing the image of Portugal through initiatives conducted by MNE. I examine the use of Artificial Intelligence in digital public diplomacy. The project aims to transform DPD by developing an AI-powered tool to assist MNE in evaluating multiple initiatives. The tool is designed to provide continuous evaluation reports of public perception of MNE's initiatives based on data obtained from social media platform, namely Twitter. This report provides an overview of the prototype, an explanation of methodology, ethical considerations, and a manual guide.

Keywords: Artificial Intelligence, Digital Diplomacy, Public Diplomacy, Event Evaluation, New Product Development.

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LIST OF ACRONYMS

AI	Artificial Intelligence
COVID-19	Corona Virus Disease
DD	Digital Diplomacy
DPD	Digital Public Diplomacy
EU	European Union
IDI	Portuguese Diplomatic Institute
INE	National Statistics Institute
MAI	Ministry of Home Affairs
MDN	Portuguese Ministry of National Defense
MFA	Ministry of Foreign Affairs
ML	Machine Learning
MNE	Portuguese Ministry of Foreign Affairs
MPMA	Portuguese Ministry of Presidency and Administrative Modernization
NATO	North Atlantic Treaty Organization
NLP	Natural Language Processing
NLTK	Natural Language Toolkit
UNOC	United Nations Ocean Conference

INTRODUCTION

An introduction to Diplomacy

Determining exactly when communities first felt the need to communicate with each other is a complicated task, but evidence goes back many centuries. Diplomacy rose from the search for stability in the international scene and from a need to establish conversations for peace in a context of war. It was necessary to establish a safe line of communication without the fear of someone shooting the messenger, otherwise conflicts would be never ending. It is possible to look so far as the primitive times, to witness ‘the use of representatives by holders of political power to establish contacts of varied nature between two political units [...]’ (Magalhães 1988). However, it is only from Ancient Greece that we can find documentation of forms of diplomacy which served for the base of what we know today. As one of the oldest practices in the world, diplomacy has had to evolve and change according to the times and contexts in which it has been conducted. By considering this evolution, as Professor Jose Calvet de Magalhães detailed, history showed an increase in the need for more frequent contacts between political actors, and it was with the Age of Exploration that permanent embassies became a reality. It was also during these times, through the Westphalian treaty in 1648, that the multilateral dimension and method of diplomacy was introduced. With the Late Modern Period and Contemporary History came the wave of democratization to which diplomatic institutions were not indifferent. Whereas, previously, diplomatic positions were reserved for aristocrats, the scope for recruitment was considerably expanded. With these times also came the institutionalization of multilateral diplomacy and multiplication of international actors through the creation of international organizations.

Conflict exists everywhere, at all stages of history, and the employment of means towards peace has always been necessary to avoid force and reach some form of compromise, establish negotiations, and form relations between States. As history evolved, so did interactions between

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international actors, and different forms of diplomacy were put to practice: bilateral, multilateral, and more recently, polylateral. The number of actors is the main differentiating factor between these categories since bilateral refers, traditionally, to the relations between two States, and multilateral to the ones involving more than two. As international organizations came to be in the twentieth century, multilateral cooperation was a key movement towards maintaining peace in the world. More recently, under the age of globalization, both the number and types of actors increased, and non-official entities have become essential players in the international scene. The dimension of the world's challenges felt today, such the climate crisis, require a global level of cooperation. As a result, polylateralism, introduced by Geoffrey Wiseman, has risen as the third dimension of diplomacy to refer to relations which are conducted between official and non-official actors (Wiseman 2010).

Technology, which has always been an agent of change in society, was a main driver in this development, and in the context of diplomacy, it has impacted all its functions: represent, protect, inform, negotiate and promote. Virtual representation has become a focus of attention with countries, like Sweden and the US, creating virtual embassies and institutional accounts in social media platforms. When it comes to protection, the virtual world has provided multiple tools which can be used, in a crisis context, to reach out to citizens which otherwise might have been harder to connect with. Additionally, technology has allowed information to flourish like never before, namely through the internet. The latter 'accelerates and frees the dissemination of information, accurate or not, about any issue or event which can impact on its consequences and handling' (Westcott 2008). As a result, diplomats must handle the circulation and security of classified information and filter all the existing material as a means to avoid what is either irrelevant or plain wrong. Diplomatic negotiation is another function which has been affected by technological advancements. Means of communication have been expanded beyond just official actors and the pressure of public opinion now has the power to weigh in on decisions.

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With the COVID-19 pandemic, the use of digital means in contexts of negotiations increased, especially for multilateral conversations. Digital instruments proved to be useful and indispensable tools in these scenarios where there are no other viable options. It is important to mention that diplomatic relations still require a physical presence and that not everything can be replaced, ‘the value of face-to-face interactions is that they provide information about the sincerity of intentions, difficult to obtain through other modalities’ (Holmes 2015). Finally, diplomatic promotion was the function which benefited the most. Countries’ public image within foreign publics gained in importance due to the interconnectivity which now characterizes the world.

Promotion, as a function of diplomacy, will be the main focus of the present research. As defined on the Vienna Convention on diplomatic Relations (Article 3.e), it refers to the *‘promotion of friendly relations between the sending State and the receiving State, and developing their economic, cultural and scientific relations’*. To consolidate friendly relations, constant efforts towards the promotion of activities across many areas (such as the ones referenced above) and informing the foreign public opinion are necessary to defend and consolidate a country’s image and policies. Consequently, Public Diplomacy, being defined as the direct diplomatic engagement with citizens, is the practice which allows best for the introduction of the polyilateral dimension. It mainly revolves around all diplomatic relations between political entities and foreign publics but, more recently, domestic citizens have become a focus in this practice as well. Additionally, it is necessary to make the distinguishment between public diplomacy and propaganda since, although they may appear similar in practice, they are not the same. The latter gained a rather negative connotation after the First World War by being associated to the manipulation of society where information only circulate in one way, both at the level of foreign and domestic publics. The former is linked to both sharing and incorporating information, meaning officials take on the role of both sharing with the public

and learning with it. Due to these developments the conceptualization of traditional and new Public Diplomacy has been felt across the existing literature. The following table presents the summary of the different stages which characterize the two versions of public diplomacy. Whereas in the past, there was a sense of exclusivity and more inflexibility, more recently, diplomatic interactions have become a lot more dynamic and collaborative. As opposed to how it was traditionally, relations between two States or States and official actors are no longer, alone, the core of international relations. Instead, the new Public Diplomacy is conducted in a context where audiences have become a lot more active and *multidirectional*. Nowadays, it is more important to engage in collaborations and mutual exchanges than it is to simply focus on persuading and disseminating information.

Table 1: Traditional and new Public Diplomacy

Traditional PD: twentieth century		New PD: twenty-first century
• Clear boundaries between foreign and domestic, states and civil society	<i>B</i>	• Permeable and non-existent boundaries, power diffusion
• State-to-state diplomacy	<i>E</i>	• Polycentric diplomacy: above, below, and beyond the state
• Established rules and norms	<i>Y</i>	• Emerging rules and norms
• Fewer diplomatic actors, fewer people, fewer issues	<i>O</i>	• More diplomatic actors, more people, more issues
• Industrial age technologies: print, radio, television	<i>N</i>	• Digital age technologies: traditional and social media
• Hierarchical, state-centered, top-down	<i>D</i>	• Networked, horizontal
• Information dissemination, message design and delivery	<i>N</i>	• Relational, collaborative: message exchange, dialogue and mutual understanding, and collaborative policy networks
• One-to-many (unidirectional)	<i>E</i>	• Many-to-many (multidirectional)
• Less information, more attention	<i>G</i>	• More information, less attention
• Foreign ministries: gatekeepers, primary actors in foreign affairs	<i>R</i>	• Whole-of-government diplomacy: foreign ministries as subsets, important but not primary
• War on the battlefield: between state-actors	<i>A</i>	• Armed conflict among the people: between state and non-state actors
• Cultural barriers	<i>T</i>	• Incorporate cultural diversity
• Public diplomacy is episodic and peripheral to diplomacy	<i>I</i>	• Public diplomacy as enduring and central to diplomacy
• Government-to-people public diplomacy	<i>V</i>	• Many state, regional, sub-state and civil-society actors in public diplomacy
• Passive audience (indirect participation)	<i>E</i>	• Active audience (direct participation)
• Foreign publics	<i>PD</i>	• Foreign and domestic actors as publics, partners, independent actors
• Persuade by 'wars of ideas': meta-narratives	=	• Understand, influence, engage and collaborate in global public spheres: multiple narratives
• Get the message right, pre-formed and static message	The best of both	• Understand what others perceive, co-created and dynamic
• Shaping images of the sender	Complementarities instead of Contradictories	• Influencing policy agendas by shaping policy attitudes
• Dominated by US and UK experiences		• US, European and (later) non-Western experiences

Source: Huijgh (2016:439)

Due to the rise of digital society, today we also talk about Digital Public Diplomacy, which includes the use of social networks as instruments for foreign policy objectives. Across the existing literature, there is a debate around whether digital diplomacy is just an instrument implemented to achieve the traditional diplomatic goals or if it has led to a complete

transformation and shift in the role of a diplomat and how diplomacy is conducted (Gilboa 2016). In some ways, while digitalization has completely rattled the traditional and old structure of the international scene, the power balance in the world also changed as people gained in importance while governments lost. In this sense, even if Digital Public Diplomacy's main purpose is to '*complement, not replace, the traditional practices of diplomacy*' (Sotiriu 2015), it still builds on what existed before and many transformations still come as a consequence. Both challenges and opportunities, such as access to real time events and more transparency, have risen from these developments, and diplomatic practices have had to adapt accordingly. However, there is a gap in the existing literature around this field due to its novelty and limitations. In this sense, further research still needs to be conducted in order to account for all the specifications resulting from the Digital Public Diplomacy and its institutionalization.

Digital Public Diplomacy: The Portuguese Scenario

The impacts that the news media and social media have had on politics recently are enormous. There is a wide range of methods and means that communication technologies comprise to influence diplomatic procedures and all these resources can be used by diplomats to achieve their individual countries' information-gathering and public-outreach goals to help build Portugal's image and reputation. Since the EU's enlargement, that consecrated Portugal as Member-State of the international political organization, the country has, in fact, made great progress in approaching the remaining economies, namely, in terms of digital transition, following the technological revolution. Thus, to respect to the availability and use of digital services, the data from the National Statistics Institute (INE) shows that, in 2020, 84.5% of the Portuguese families already had access to full-speed internet. It is important to note, that the data also shows an improvement, due to the COVID-19 pandemic, and that families with children below 15 years old registered a level of access of 98.6%. It is, therefore, possible to infer that the Portuguese population is updated and modernized in terms of technological

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literacy, given the indicators stated above. Contrasting with the traditional methods used in Public Diplomacy – including broadcasting – that were considered a one-way communication, meaning that, the audience could only play a static role, in the Digital Public Diplomacy (DPD) age, communications are no longer one sided and the audience does have the argumentation, reaction power, reinforcing the relevance of a digital society.

Contrasting with most large economies, the Diplomatic Institute (IDI) has social media accounts (which is representative of MNE and is considered in the digital diplomacy rankings). The *Facebook* and *Instagram* pages register the ministry's main activity, having more online projections than the *Instagram* page @mne.pt - the official account Minister of Foreign Affairs Cabinet¹. Using the username @DiplomaciaPT, the institute is also present on *YouTube*, with the page having been revitalized in the past year with the series “Mala Diplomática” which is being reproduced in a podcast format as well. Additionally, since 2016, we can find the official page of the Portuguese Ministry of Foreign Affairs on the *Twitter* platform, displaying the name "Negócios Estrangeiros PT". This page contains not only a significant amount of correspondence between Permanent Mission (including General Consulates and Embassies) but also a continuous interaction with the official accounts of each Portuguese diplomat. Thus, the Diplomatic Portal's website concludes that the majority of the country's embassies and consulates have an online platform, with websites and social media accounts.

These accounts are not published online anywhere in a centralized way, forcing the public to search individually for each one if they want to consult any. The difficulty of this search is aggravated, given that most of these accounts are not “*verified*” by the social network where they are inserted. They disseminate projects supporting Portugal's image, as well as other relevant Portuguese positions in its foreign policy, through various media. The website, which allows users to access the MNE's domain, as well as more ordered and customized information on Portugal, is the major unifying instrument of Portuguese DPD (MNE 2022).

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However, in what concerns social media and two-way communication, the rankings do not reflect the public policy effort for digital transformation that the government mentions and was stressed by the fast growing of social media accounts created for DPD purposes. For instance, Brand Finance finds that Portugal places in 35th, having improved only one position since 2021. In International Relations, the results are also below the European average (36th place), its best ranking being on the reputation field, where the country finds itself in 27th (Brand Finance 2022). On the other hand, 95.3% of the Portuguese diplomats consider that digital diplomacy has become an indispensable tool to communicate, however out of those, more than half consider that it is limited due to structural problems (Moita, Pinto and Pereira 2019).

Furthermore, the authors Bruno Reis and Carlos Gaspar (2012) blame the 2011 economic crisis for the changes in the international sphere that eventually shaped the Portuguese Foreign Policy (PFP) into what it is today. The challenges, adversities and uncertainties lived at the time transposed, not only the forms of production of information, but also the need of a common strategy to foster better conditions of the external image of the country (Gaspar and Reis 2013). As one would expect, further explanations for these abrupt rotations were also cultivated by globalization. As Robert Keohane once introduced the concept of, countries now living in a *complex interdependence*, which stresses the compounded courses of action a nation faces, as a result of the growing binds between each other (as observed recently in the Russian-Ukrainian War and its repercussions on the world's economy). The acceptance of this fact turns international relations and, specifically, DPD to the realm of global proliferation, that, among many other factors, includes the ponderation of the language chosen to communicate. English speaking countries have an advantage in this field (which amidst other cultural aspects, is one of the explanations for the high rankings of the UK and the USA in the Digital Diplomacy Index).

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Since the Lisbon Treaty, cultural diplomacy has gained its place as a vital element of foreign policy, and following that principle, Portugal intends to continue to explore its language as a way of proximity with other Portuguese Speaking Countries (Stoica, 2014). Hence, the Lusophony Power in international relations is considerable, however, it might hoist as a setback as most of the social media projections are done in Portuguese (70%). Since the PFP is based on three important vectors: Europe (celebrated in presence in the EU as Member-State); the Atlantic (represented by being a founding-member of NATO); and the Portuguese Expression (materialized in its special relationship with CPLP), it becomes clear that two of these three are mostly done in English. As a universal language, and Portugal being a universal member of international organizations and alliances, it is imperative that its public diplomacy reflects this fundamental proposition and adopts English as its main communication language.

Just as relevant as the language used to produce Public Diplomacy, is the formality of it. As mentioned before, DPD is a form of diplomatic reach that is characterized by the ability of the receiver to react and give feedback. It is, therefore, important to note that the institutional accounts present a very technical and complex use of vocabulary that does not adapt to the socio-economic and demographic reality of the country. One of the most distinct characteristics of DPD is the ability and imperativeness of constantly out-running yourself. The audience is much wider than the ones who, to all intents and purposes, follow the social media page so, accordingly, all communications disposed should reflect an aim of captivating and drawing more recognition to MNE, rather than simply unveiling details and data that is only spellbinding to their secure spectators.

The importance of the EU and other institutions associated with the country cannot be neglected. All of EU institutions, as well as UN are actively present in the social media world and are, inclusively, gaining the attention of a younger set of spectators. At the same time, the dispute between the West and East for what the digital space should look like is gaining

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relevance, and several negotiations are being performed at the international level to counteract any efforts being made by the East powers (mainly Russia and China) to use the digital space to pursue any personal interests. At the UN level, for instance a “Roadmap for Digital Cooperation” was published in 2020 and has, among other issues, covered the need to address the Digital Human Rights. Portugal subscribes that it is imperative to acknowledge that, along with a lot of positive components, there a lot of violations of Human Rights online and it is easy to filter and suppress other points of view using algorithms. Therefore, with the escalation of the use of digital diplomacy tools, comes the need of cooperating with these organizations, especially for, protection of data and privacy (including addressing facial recognition), but also online harassment, violence, and the need for content moderation (United Nations, 2020).

At the Embassy level, Bjola and Jiang (2015) underline that under certain conditions, Digital Diplomacy does play a central role in rapidly executing indispensable aspects of public statesmanship, namely, “agenda setting, presence expansion and conversation generating”. The aspects discussed overhead, such as building a common strategy under the foreign policy vectors defined by the State, in an accessible language, routinely, and in a way that promotes engagement and can reach an outspread assemblage, are all aspects that will be further discussed in this work. Each dimension is relevant to evaluate Portugal’s power of influence and use of soft power tools (Bjola and Jiang 2015). Our empirical analysis will reveal a National Plan of Action for Digital Public Diplomacy where a set of recommendations will be unveiled, in a practical way for MNE to make use of them in the future, and better perform its digital footprint purpose.

FINAL CONCLUSION: RECOMMENDATIONS

As an outcome of the project, a proposal for a **National Action Plan for Centralized Strategy of Digital Public Diplomacy to improve Portugal's regional, global image and reputation** was constructed, in accordance with the priorities of the European Union. The plan specifies the policies, objectives, and benchmarks that must be accomplished in order for Portugal to prosper. The examination of this action plan focuses on how the previous Chapters' findings can be translated into specific policy recommendations and programmatic activities. It highlights good procedures and lessons learnt throughout the study. The information and measurements contained in the NAP for Portuguese DPD are expected to help advance the formulation, execution, surveillance, and evaluation of national action that will transform DPD into a productive and efficient actuality in order to improve Portugal's results in Digital Public Diplomacy.

Lessons Learnt

1. Coordination must be ensured through centralized rules and guidelines to build a strong diplomatic network within MNE, its Services, and representatives.
2. Structural changes should be implemented so that dedicated departments, teams, and specialists can be established to handle all aspects of digital diplomacy and thus provide specialized attention to all questions and details. Multidisciplinary collaborations must take place in order for Public Diplomacy initiatives and online engagement to remain as effective as possible.
3. The value of public diplomacy must be recognized at all levels of government in order to garner support and investments for the development of all activities and necessary research.
4. The exchange of ideas, experiences and good practices between governmental areas, cross-country consultation and the involvement of the private sector is essential to address any

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risks that might arise from the individual use of social media for the practice of digital public diplomacy.

5. A five-step approach to risk management should be adopted as so: *i)* define key goals and ambitions for the Portuguese Digital Public Diplomacy; *ii)* identify the main opportunities and risks; *iii)* assess those risks proportionally; *iv)* create recommendations to treat them in the most efficient ways; *v)* monitor and control the progress of those risks.
6. MNEs should strive for a unified approach to the implementation of AI tools within the area of digital public diplomacy, while promoting a culture of innovation and remaining current with the latest advances in machine learning technologies.
7. MNE's strategy regarding the implementation of machine learning technologies should be focused on *i)* evaluating the areas of diplomatic activity in which Artificial Intelligence might have a positive impact, and *ii)* assessing the potential risks and ethical implications of the technology.

Developing a National Action Plan for Portuguese Digital Public Diplomacy

The value of a National Action Plan in ensuring governments' commitment to their defined objectives. Governments implement NAPs to transform the provisions like the one covered in this research into actions to be carried out by various ministries or entities (in this case, mainly MNE). Policy initiatives and programs frequently become lost in time, especially since mandates change. Establishing a clear action plan allows the government to be held accountable. To ensure that adaptations are made in the current context, defining clear strategic and specific goals will be a step forward in the direction of efficiency and excellence. Identifying concrete actions, timelines, objectives, and entities responsible for the implementation of such, can help the sustainability of such policies. Also, in this research's NAP, timelines were established to facilitate the identification of policies that needed to be

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implemented with greater urgency. This timeframe considered the length of each mandate as well as the Portuguese government's priorities.

It is important to note that all proposed policies and strategic objectives were derived from the findings from each individual chapter of this work project. Research was conducted through a detailed analysis of posted and shared content by diplomats on social networks, the completion of reports for Portuguese Foreign Services' online presence around the world, the analysis of social network use trends and of MNE's official *Facebook* page, and the analysis of diplomats' opinions and views shared through a survey disseminated across the diplomatic network. According to the Global Strategy for the European Union's Foreign and Security Policy, a "systematic mainstreaming of human rights and gender issues across all policy sectors and institutions, as well as closer coordination on digital issues," is required (EU 2016), therefore gender-based indicators were carefully introduced for a better monitorization.

Collaboration and Coordination

Certainly, the proposed plan will require high rates of coordination at all levels to create political will within the group of stakeholders, but strong planning and delineation will demonstrate how significant these developments can be. These structural changes, while more difficult to achieve, are still necessary to pursue since the defined goals and desired impact will not be met otherwise. As detailed in the plan *infra*, it is necessary to consider what has been done in other countries, the challenges they have faced while implementing a National Action Plan, and to learn from and adapt from their experiences. Otherwise, any efforts to make policy and structural changes will be thwarted by governments' inability to commit, compromise, and change.

From Strategic and Specific Objectives to Policies

Firstly, the strategic objectives are specified, for then to derive the necessary policies to be implemented and the entities responsible for implementing these practices. The research's

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conclusions emphasize the importance of improving diplomats' general knowledge of DPD for two main purposes: *i*) the frequency of the posts; and *ii*) the quality and relevance of the posts. Most Portuguese representatives lack the necessary resources to conduct DPD, therefore the NAP for DPD predicts that MNE must ensure that these officials have sufficient knowledge of cyber methods and skills to successfully communicate with civil society and promote the country's initiatives and programs. The suggested policies to achieve these goals include annual seminars, workshops, among others. A few indicators to consider in this section are, among many included in the Conclusions Appendix: *i*) the number of resulting posts made by diplomats following their first seminar/workshop; and *ii*) the number of personal accounts created by diplomats on social media. Given the initial investment required in the development of manuals and specialized training campaigns for staff, the policy implementation is scheduled to be fully consolidated by 2030.

Table 1: NAP towards a Common Strategy for DPD (Strategic Goal 1)

National Plan of Action towards a Common Strategy for Digital Public Diplomacy							
Strategic Goals	Specified Goals	Policy	Product Indicators	Institutes		Timeline	
				Responsible	Involved		
1. Reinforce the general knowledge on Digital Public Diplomacy and develop digital literacy among diplomats	1.1 Disseminate Digital Education in the Diplomatic Community of Workers (sociology and psychology in the digital era)	1.1.1 Educate Ambassadors about the relevance of Digital Public Diplomacy, namely through the Diplomatic Seminar	Nº of Diplomats regularly attending such courses, by age and gender Nº of posts tweets resulting from the first Diplomatic Seminar and progress table from the succeeding ones Nº and names of countries with which Portugal develops a bilateral relationship and that are following the same guidelines, and evaluate their conclusions Nº of Diplomats that were not active on social media that create new accounts, or use the existing ones more frequently, by age, and gender	MNE MNE		2022-2026	
		1.1.2 Promotion of internal understanding across all government institutions of the centrality of Public Diplomacy and the need to further invest	Nº of Diplomats that were not active on social media that create new accounts, or use the existing ones more frequently, by age, and gender	MNE		2022-2030	
		1.1.3 Include themes related to digital public diplomacy in the Diplomatic Career Test	Include the new curricular strategy and periodic reviews of the public diplomacy goals	MNE	MPMA/MAI	2022-2026	
		1.1.4 Promotion of internal information campaigns that educate staff on the good practices of Digital Public Diplomacy and incorporate risk assessment	Nº of participation of high posts internally (Directors, Sub-Directors, Heads of Directorates-General, Heads of Division at MNE) Nº of participation of "Ambassadors de Embaixada", the lowest Diplomatic Category (initially the youngest ones)	MNE		2022-2030	
		1.1.5 Include media training in the beginning stages of a Diplomat's activity		Nº of Diplomats that have undergone media training or have attended said programs			
				Nº of social media profiles which were created during or after the program	MNE		2022-2030
				Nº of social media profiles which became active during or after the program Nº of media training sessions conducted			
		1.2 Ensure the education on Digital Diplomacy Risks of high posts in the sector of Foreign Affairs, including the Ministers, Secretaries of State, Ambassadors, other Diplomats and Staff, in terms of the relevance, but also the risks of the instrumental use of individual social media accounts	1.2.1 Create regular workshops for the Minister Cabinet, including the ministers and the Secretaries of State's Cabinet, for raising the minister's and the secretary of state's personal institutional page and MNE's centralised page	Nº regular workshops for the Minister Cabinet			
				Nº of staff of the Minister Cabinet attending the workshops, by gender			
				Nº workshops for the Secretaries of State's Cabinet	MNE		2022-2026
	Nº of staff of the Secretaries of State's Cabinet attending the workshop, by gender						
	Nº of workshops directed to the MNE's centralised social media accounts						
	1.2.2 Create regular workshops for Ambassadors and other Diplomats for raising their personal accounts and their post centralised page (for ex. the Ambassadors at the Permanent Mission of Portugal in NY - Ana Paula Zacarias and the Official @Portugal_UN)		Nº regular workshops for Ambassadors		MNE		2022-2026
			Nº Ambassadors attending the workshops, by gender				
			Nº regular workshops for Diplomats				
			Nº of Diplomats attending, by gender				
			Nº social media experts formed	MAI		2022-2030	
	1.2.3 Promote the education and projection of specialists	Nº of marketing specialists formed					
		1.2.4 Integrate a Gender perspective and promote the equal use of social media platforms for both men and women diplomats	Nº of Gender Advisors formed	MNE	CIG	2022-2030	
		1.2.5 Update Foreign Service Manuals to include how one should and should not handle Digital Diplomacy activities	Nº of revisions conducted in the manuals			2022-2026	
1.3 Promote further research in this field to better understand the impact of Digital Public Diplomacy, the adjustments that must be made and identify the best practices to incorporate		1.3.1 Create opportunities, such as the research and analysis project with NOVA, to foster continuous and dynamic efforts	Nº of research proposals				
			Nº of participations involved in conducted research Nº of publications in journals Nº of conducted projects	MNE		2022-2030	
	1.3.2 Regularly perform statistical and comparative analysis to ensure a constant state of monitoring and adaptation across all diplomatic activity	Nº of statistical reports Nº of times data retrieval is performed - frequency in time units Nº and amount of data retrieved	MNE	DNE	2022-2026		
1.3.3 Include sustainability assessments to promote continuity and define goals		Nº of sustainability reports at the National level Nº of guidelines produced at the National level	MAI		2022-2026		
	1.3.4 Encourage research and cross-country analysis at the level of the MNE	Nº of reports at the National level Nº and amount of data retrieved at the National level Nº and amount of data retrieved at the Institutional level	MNE		2022-2026		

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Furthermore, at the graduate level, it is recommended that digital diplomacy risk management mitigation strategies be included in the aptitude test for envoys, as well as the inclusion of such in diplomatic DPD seminars. This requires setting up workshops for everyone from the highest levels of government, especially the MFA and his/her Secretaries of State to the lower categories of diplomats on how to properly use and protect their network accounts (which involves the regular change of passwords, scripts and a specific online code of conduct, for example). Moreover, for policy compliance analysis, the number of media training sessions made available by the MFA to their national governors, as well as the number of diplomats attending digital diplomacy training sessions, should be measured for better monitoring and control of the effectiveness of these practices. All executive education on technological skills should emphasize the importance of gender equality, not only to achieve the Sustainable Development Goal (SDG 5), but also to promote equal opportunities for all diplomats and representatives, notably since there is a gap between men and women in terms of digital literacy and web representativeness - owing to the challenges obtained within the established gender dispute as well as public perceptions of female leaders.

Furthermore, documenting diplomat performance and conducting cross-country analysis requires significantly fewer resources and time than the first two goals. As a result, we believe that policies can be incorporated and its substance assured within four years based on key indicators such as the number of reports and revisions to the DD manuals (until 2026). Advancing and implementing policies that encourage additional research on the impact of digital diplomacy on diplomats' performance and which best practices to incorporate can aid in the development of general DPD knowledge. Thus, MNE should adopt evaluation methods to assess Portugal's strategies and results and monitor diplomats' activities. Cross-learning and support between countries, as an illustration, through the exchange of knowledge and best practices, can be highly beneficial in the creation of NAPs since the setting, culture, and

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infrastructure may be analogous. This would also create new research and analysis opportunities that could be promoted across institutions, such as NOVA SBE or INE, thus improving research effectiveness and development.

Given the impending risks of the digital world, safeguarding the integrity of our country and those who represent it must be a top priority in any promotion strategy for Portugal. To avoid message disparities, one of MNE's focus must be the centralization and specific analysis of content shared by diplomats on social networks. To avoid potential conflicts, the image and behavior that will be broadcast online must be clearly defined.

Table 2: NAP towards a Common Strategy for DPD (Strategic Goal 2)

2. Protect the integrity of the country by having defined safety measures for the spread of fake news, anonymity culture and cyberattacks	2.1. Centralized and specialized following of everything that is posted individually by diplomats on their social media accounts, with the goal of guiding and recommending, and if necessary correct, replace or erase	2.1.1. Define clear image guidelines for behaviour online	<i>Nº and type of guidelines introduced and enforced</i> <i>Nº Minimum of posts in English language</i> <i>Nº of same professional hashtags in different digital platforms</i>	MNE		2022-2026
		2.1.2. Create mechanisms of evaluation to determine if the new practices are being followed or not	<i>Guarantee that the Nº of posts rises on relevant topics. Measure who is following the rules</i> <i>Nº of new followers - control after the new protocol adoption</i>	MNE	INE	2022-2022
		2.1.3. Create a password system, where all diplomats must update their social media account password every month to prevent hacking	<i>Send periodic reminders for diplomats to update their passwords</i>	MNE		2022-2026
		2.1.4. Create a system based on incentives to help people feel motivated to promote Portugal's image online	<i>Create a Post-Checking Team that is able to moderate content so that not only communications by diplomats are done right but also the engagement is filtered in order for it to not take unproportional consequences</i> <i>Compensate whoever is following the rules and punish whoever is not following them</i>	Third Party		2022-2022

The suggested National Plan also places a high value on the coordination of MNE with its Permanent Missions (General Consulates, Embassies, Permanent Missions, Permanent Representations, Vice-Consulates, Delegations, and Representative Offices). Table 2 proposes a strong coordination combined with a unified strategy will, in the long run, that will allow the Portuguese government and its representatives to form the most cohesive system possible. The support of international organizations, including but not limited to the UN, has been crucial to the development of some NAPs (Lippai and Young 2017). MNE should implement policies that ensure the regular review of all published content by including an assessment of all relevant topics and the guarantee that all information is published in different languages. In other words, it is indispensable for MNE to establish a centralized choice of digital communication tools and guidelines, such as digital manuals accessible to diplomats. Strong coordination between all institutions can be ensured by defining these guidelines, as well as creating rules for usernames used on various social media platforms, that all services and diplomats must follow, to promote a continuous digital footprint. The concern towards the chosen usernames, although simple, is

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essential because one of the most felt points throughout this research was the great difficulty in finding all profiles for all of Portugal's services and representatives around the world. Admittedly, many of the external offices lacked easily accessible usernames, complicating the research process. It would be significantly simpler to access these accounts if the account names were consistent.

Table 3: NAP towards a Common Strategy for DPD (Strategic Goals 3 and 4)

3. Have a clear unifying strategy that includes managerial tools that coordinate internal and external communications	3.1. Revise regularly the vectors that orientate public diplomacy strategy in Portugal to help speak in a common voice	3.1.1. Spread information to be communicated online of any negotiations and/or resolutions sponsored by Portugal at the international level	<i>N° of negotiations and/or resolutions being sponsored by Portugal promoted by diplomats in Social Media</i>	MNE	INE	2022-2026
			<i>Social media public engagement for negotiations and resolutions sponsored by Portugal</i>			
			<i>N° of blogs/vlogs on posts regarding any negotiations and/or resolutions sponsored by Portugal</i>	MNE	INE	
		3.1.2. At the Council of Ministers level, discuss and publish a monthly report of topics that are relevant for the Portuguese Foreign Policy for the diplomats to work towards	<i>N° of hours of content related with Portugal's activity at the EU, NATO and UN bodies</i>			
			<i>N° of Guideline Reports produced at a National Level</i>	MPMA		2022-2030
	3.2. Regularly define which topics should be discussed/publicized/promoted online by diplomats to help promote national events, and national achievements	3.2.1. Define the topics that should be publicized, in what shape and for how long (for e.g. Web Summit, UN Ocean Conference)	<i>N° topics (conferences, strategies, conventions, projects) being publicized and promoted by diplomats in Social Media</i>	MNE		2022-2032
			<i>Study about the growing (in capacity, attendance and relevance) of conferences, strategies, conventions and projects done in or by Portugal promoted by diplomats in Social Media</i>	MNE		
		3.2.2. Ensure that content is coordinated and duplicated from Portuguese to English	<i>N° of posts in other languages</i>	MNE		
	3.3. Promote the creation of centralized tools of digital public diplomacy that provide insights on what is relevant to promote online	3.3.1. Produce studies and update IDI's website regularly to be consulted by diplomats	<i>N° of WebSite visits to IDI</i>	MNE	IDI	2022-2026
			<i>N° topics being replicated by diplomats from the IDI's website</i>	MNE	IDI	
3.3.2. Create a digital manual with the main topics/guidelines about how the diplomats should perform these posts		<i>N° of diplomats that adopt the digital guidelines described in the manual</i>	MNE	IDI		2022-2026
		<i>N° of times diplomats open the digital manual</i>				
4. Streng Coordination with the Missions, Permanent Representations, General Consulates and Embassies outside of Portugal	4.1. Promote a strong articulation between the centralized power and the Embassies, by ensuring that the content that is being disseminated is consistent and is being adapted to the local characteristics of the country where each Embassy is located	4.1.1. At the MNE level, define centralized strategies for different parts of the globe, so that the diplomats in external missions know what to promote in the country they are based in	<i>N° of Guideline Reports produced at a local level</i>	MNE		2022-2032
	4.2. Ensure coordination between all Foreign Services social media use	4.2.1. Create guidelines for all services to follow to ensure a continuous online activity	<i>N° of coherent posts across all platforms</i>	MNE	IDI	2022-2026
			<i>N° of times content is posted in line with the guidelines - frequency in time</i>			
		4.2.2. Define rules for the usernames used so that searches can be simplified	<i>N° accounts which follow the username guide</i>	MNE		

The present recommendations also include the thoughts for a new structure for MNE, under the belief that it is necessary to adapt current departments and introduce newer ones, primarily in IT and marketing, two main areas of digital performance. One of the main goals in the medium-long term is the introduction of specialized teams for Digital Diplomacy. Considering the need to incorporate technical staff in various departments, the recommended timeframe for complying with the following restructuring policies is 2030. It is estimated that eight years of restructuring and recruitment of multi-disciplinary workgroups in continuous employee adaptation will be expected. They should be tasked with overseeing and analyzing social networks in general, attempting to determine which social networks are most popular among the Portuguese public, by gender and age groups, to establish a target audience and identify the most important stakeholders. When building these teams, the necessity to have a specialized IT team that is only dedicated to disseminating information for all diplomats in regard to social networks and personal network management must be considered. It is recommended that

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national representatives receive support and training from a vocational training team recruited by the Ministry for them to work effectively on all DPD tasks and activities.

These suggestions are mainly directed at MNE and its respective institutions, such as the IDI and diplomatic network. However, it is recommended that information on the importance of Public Diplomacy and current funding policies be extended to other governmental entities as it is indispensable that funding for the development and implementation of essential public diplomacy practices be increased for this extension to be effective. Given the Portuguese government's priorities and the current importance placed on Public Diplomacy, it becomes necessary to develop DPD distribution channels that work to explain the relevance of this concept in diplomatic practices and Portugal's promotion.

Table 4: NAP towards a Common Strategy for DPD (Strategic Goals 5 to 8)

5. New internal structures to include specialized teams for Digital Diplomacy affairs	5.1. Create specialized teams and departments for Digital Diplomacy	5.1.1. Introduce a Marketing team responsible of identifying stakeholders and define the target audience to produce specific content	Nº of Marketing specialists employed Nº of customized posts (per week, month or year)	MNE	2022-2030	
			Nº of followers in each social network	MNE		
		5.1.2. Introduce a specialized IT team to analyze the Portuguese public and its use of social networks, define and identify popular trends and monitor reach and engagement of institutional accounts	Nº of visits, likes, new followers, and all data available in the analytics for each platform and account Nº of social media platform users	MNE		
			Nº of IT specialists employed	MNE		
		5.1.3. Introduce, within the IT department, a specialized team to monitor the activity and accounts of diplomats' professional accounts	Nº of followers in existing accounts Nº of posts in existing accounts Data monitoring of posted content to ensure it follows the given guidelines and defined strategy	MNE	2022-2030	
			Nº of posts in existing accounts	MNE		
		5.1.4. Recruit a vocational training team to teach diplomats how to use new technologies and social media, or in other words, provide adequate media training	Nº of sessions held by the vocational training team per year Nº of IT training sessions attended by diplomats Nº of IT training sessions attended by age groups Nº of IT training sessions attended by gender	MNE	2022-2030	
				MNE		
		5.2. Coordinate with other government bodies to gather the means and ensure the common understanding of the central role played by Public Diplomacy	5.2.1. Promote the understanding of the importance of Public Diplomacy to all internal and foreign affairs within all government bodies to justify the rise in expenditures 5.2.2. Advocate for rise in funding to dedicate towards developing and implementing Public Diplomacy strategies	Nº of supporters towards the proposed strategies and plans Nº and level of participation in these debates Nº or amount of funds raised	MNE	2022-2030
				MNE		
6. Establish the use of AI as a tool for achieving the goals within the domain of Digital Public Diplomacy	6.1. Encourage the use of AI as an event evaluation tool	6.1.1. Promote the advantages associated with the use of AI-powered tool within the Ministry through introductory seminars	Nº of Diplomats/staff members who are willing to actively engage in introductory seminars Nº of Diplomats/staff members being in favour of the use of AI-powered tool as part of their daily tasks Nº of Diplomats/staff members actively using the AI-powered tool as an assessment	MNE	2022-2030	
		6.1.2. Distribute the manual/guide on the use of AI-powered tool to the staff	Nº of Diplomats/staff members actively using the manual/guide on day-to-day basis	MNE		
		6.2. Ensure the education on the efficient and effective use of AI-powered tools within the Ministry of Foreign Affairs	6.2.1. Create regular workshops/seminars for the staff within the Ministry of Foreign Affairs 6.2.2. Create regular social media posts including educational campaigns promoting the effective use of AI in Digital Public Diplomacy	Nº regular workshops/seminars conducted Nº of workshops/seminars attended by Diplomats/staff members Nº of social media posts posted monthly on the official accounts of Ministry of Foreign Affairs	MNE	2022-2030
				MNE		
7. Establish a practice of investing in promotional initiatives based on previously conducted (through AI-powered tool) event evaluation reports	7.1. Encourage the reproduction of daily evaluation reports conducted by the AI-powered tool	7.1.1. Encourage the public to actively engage and give feedback on social media on the initiatives conducted by MNE	The rate of positive engagement with the educational social media posts Nº social media posts related to initiatives conducted by MNE	MNE	2022-2030	
		7.1.2. Encourage the Diplomats/staff members to use the AI-powered tool to evaluate the public feedback on the conducted/upcoming initiatives	Nº of monthly evaluation reports conducted by the staff	MNE		
		7.1.3. Create a system based on investing in initiatives that have shown positive feedback from the public	The rate of investing in initiatives that have previously shown positive public feedback	Third Party		
8. Have a unifying strategy on the use of AI as a powerful tool for conducting more concerning evaluation tasks within MNE	8.1. Map out the areas of diplomatic activity in which the AI could make a difference	8.1.1. Constantly explore the nature of AI contributions by inviting outside experts in the field and conducting workshops	Nº of workshops conducted by the Ministry The rate of engagement/interest with the new initiatives promoted by the Ministry	MNE	2022-2026	
		8.1.2. Make a yearly plan discussing the potential future contributions of AI	Nº of successful AI-related plans implemented	MPEMA		
		8.2. Assess the risks and potential exit strategy: promote workshops on ethical use of AI	Nº of workshops discussing potential risks and ethical issues conducted Having a successful exit strategy/risk assessment reports	MNE	2022-2026	
		8.3. Keep experimenting and innovating to explore the potential of AI and other methods of data analysis	8.3.1. Facilitate innovation workshops on a regular basis 8.3.2. Systematically collect and process relevant data 8.3.3. Keep up with the technological developments	Nº innovation workshops facilitated per year Setup a data strategy Nº attendance at relevant conferences		MNE
				MNE		

Michael Ambühl, a co-founder of the first World Center for Science in Diplomacy, emphasized the significance of AI algorithms and mathematical techniques in international negotiations. Thus, in addition to adapting to the digital world through in-depth knowledge and professional training in DD, Table 4, strategic goal 5 also proposes the use of Artificial

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Intelligence (AI) algorithms will be automatic. The use of AI in international agreements is still in its early stages, but its advancement is laying the groundwork for the acceptance of most governments and organizations.

People's identities and life patterns will become digital with the help of AI tools, leading to digital government records and academic certificates. Government organizations, such as the transmission of DD knowledge, will need to adapt to digital strong patterns. This is also true for these AI processes, which include structural changes in departments and teams specialized in choosing the most appropriate data analytics methods for public diplomacy.

While digital literacy among diplomats, unified organizational guidelines, and a coherent communication strategy must be crucial elements within MNE's National Action Plan, the ministry should simultaneously explore how to employ modern technologies to advance its Digital Public Diplomacy efforts. Accordingly, it is advisable to constantly evaluate how to improve the efficiency and efficacy of essential processes, as public institutions are generally expected to invest their limited resources thoughtfully.

Therefore, this report explicitly recommends the future use of Artificial Intelligence (AI), as it enables the automatized processing of large data sets and thus may reveal critical findings for MNE. In recent years, AI has emerged as a powerful technology capable of transforming the field of Public Diplomacy, as highlighted in this report. Since specific AI applications from subdomains such as Machine Learning and Natural Language Processing have become more sophisticated and widely available, it is vital for MNE to consider how they can utilize such tools to achieve their intended objectives. Besides, as the use of AI in the domain of Digital Public Diplomacy continues to grow, the ministry needs to establish clear policies on its use.

In this regard, there are several ways in which the implementation of AI can add value to MNEs' operations. For instance, carefully designed applications may enable the tracking and analysis of social media activity surrounding conferences, allow for the identification of

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influential networks in the digital space or gauge public sentiment. Moreover, AI systems can assist in identifying patterns and trends in public opinion, enabling the ministry to gain a deeper understanding of how the public feels about particular issues.

Aside from using AI-enabled event evaluation tools, MNE should also consider promoting the advantages associated with its use through introductory seminars and staff guides (Table 4 strategic goal 6). Further, internal informational campaigns on the benefits and risks of using AI within the field of Digital Public Diplomacy can help ensure that staff is informed about the potential implications of such technologies. However, as deploying AI applications requires extensive training of MNE personnel as well as careful evaluation of data protection concerns and ethical aspects, a steady implementation process until 2030 should be taken into account.

Although promotional initiatives such as conferences and other events are frequently utilized Public Diplomacy instruments, there does not appear to be any straightforward procedure for making investments in these initiatives or evaluating their success. However, it is necessary to change this circumstance to ensure that MNE utilizes its resources as effectively as possible.

Accordingly, it is possible for the ministry to make investments in promotional initiatives more worthwhile in two ways. Firstly, it should make use of the event evaluation reports generated by the aforementioned AI applications. The findings of these reports can provide valuable insights into the factors that contribute to the successful implementation of such events. Secondly, the Foreign Ministry should encourage the use of AI-based tools in order to assess the public's reaction to these initiatives. As a result, it will be possible to determine the most popular campaigns, enabling the ministry to derive meaningful learnings that may be transferred to future activities.

In addition, MNE should encourage the public to actively engage and provide feedback on the measures taken through social media. Consequently, this will allow the Ministry to gain a more comprehensive understanding of what the public thinks about its programs. Finally, the

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ministry should create a system that invests in initiatives that have received positive feedback to ensure that resources will be utilized most efficiently. Accordingly, this approach to a holistic investment strategy based on the consistent aggregation of public input calls for progressive adoption in the upcoming years until 2030.

As a result, table 4 strategic goal 7 predicts that MNE should unify its strategy for using AI applications to conduct time-consuming evaluation tasks. Using AI-powered tools to carry out these assessments would allow the ministry to free up resources that can be allocated elsewhere. Furthermore, this would enable faster and more informed decisions about proposed policy changes. It is thus essential to map out areas of diplomatic activity in which AI applications could make a significant contribution.

Therefore, MNE should constantly explore the nature of AI contributions by inviting outside experts and conducting workshops. In this regard, a yearly plan that discusses the possible future benefits of AI should be prepared. By taking these steps, MNE can ensure that it is at the forefront of global developments by making the most of new technologies.

In taking this approach, the ministry would have a better understanding of how AI can assist with the diverse tasks associated with Public Diplomacy and, as a result, be able to investigate how and when to employ the technology in the future. This strategy would also allow the ministry to keep abreast of the latest developments, which could be extremely useful given the rapid pace of change in this field.

To minimize the risk and potential ethical implications of using AI, the Ministry should familiarize its members with the human biases, technical flaws, and ethical frameworks related to its use. In addition to handing out the manuals, seminars and discussion rooms could be held. Such initiatives may not only help to avoid potential complications by setting standards, but it can also provide a platform for discussion and reflection.

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Ultimately, a critical aspect to consider besides specific uses of AI is the establishment of a culture of innovation. For this purpose, a systematic process must be employed.

First, MNE employees should be encouraged and empowered to spark new ideas. Creating an environment where employees feel comfortable sharing new concepts and collaborating with others is essential for fostering a culture of innovation. Hence, innovation committees charged with generating new ideas can be established to hold regular brainstorming sessions open to all employees.

Second, MNE should encourage risk-taking and experimentation. A potential approach could involve establishing a “fail-fast, fail-cheap” philosophy, where employees are encouraged to experiment and take risks without fear of repercussions. Encouraging employees to think outside the box and challenge the status quo is thus an essential ingredient for promoting a culture of innovation. Therefore, the ministry could hold regular innovation events and workshops to encourage creativity, collaboration, and share best practices.

Third, fostering collaboration and knowledge-sharing among employees can further advance MNEs’ efforts to establish an innovative workplace. As a result, collaborative workspaces could be set up within the organization to promote cross-departmental collaboration, while developing knowledge-sharing platforms and forums may provide an efficient tool for serendipitous connections.

Fourth and last (table 4 strategic goal 8), MNE should reward creativity and innovation: This could involve instituting an innovation award program, offering financial incentives for employees who come up with new ideas, or publicly acknowledging and celebrating innovative employees. By recognizing creative ideas, a reward system thus has the potential to encourage more people to adopt the same type of behaviour in the future.

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To conclude, establishing clear innovation objectives will assist MNE in ensuring that everyone in the organization works towards the same goals while establishing a sense of purpose within the organization. A culture of innovation is essential for MNE to adapt to changing circumstances and serve the needs of its constituents and should be carefully implemented over the course of the remaining decade until 2030. An approach of this nature would eventually serve as a valuable tool for attracting and retaining qualified employees.

TRANSFORMING THE NATURE OF DIGITAL PUBLIC DIPLOMACY: CREATING AND AI -POWERED TOOL FOR EVENT EVALUATION

Introduction

A number of recent advances in machine learning technology, including increased processing power and data availability, have enabled the development of new uses for Artificial Intelligence including its active adaptation in the public sector. Governments around the world have been exploring these opportunities and have been actively utilizing Artificial Intelligence to enhance their services (Janssen et al. 2020). There are several potential benefits derived from AI, **including data-driven policy making, the prediction of social issues, and the analysis of potential policy solutions with faster feedback loops** (Höchtel, Parycek, and Schöllhammer 2016). The desire to expand on the use of AI technologies is also largely influenced by the transformational trends in the public sector arising as a reaction to COVID-19 pandemic (de Sousa et al. 2019). Among them is the movement towards data-driven authorities that are actively engaged with communities and seek to become trusted sources of information. Hence, the combination of above-mentioned advancements and the recent transformational trends have led to increased interest in the use of AI in the public sector. Among its many applications, AI has improved public sector service delivery and internal management (van Noordt and Misuraca 2022), but there is only limited evidence that it is used in policy decision making and evaluation, which could lead to more inclusive and interconnected institutions (de Sousa et al. 2019). There is, therefore, a need to explore new applications of AI in the field of policy analysis and evaluation in general.

In collaboration with the Portuguese Ministry of Foreign Affairs, I have identified precisely this gap, namely the absence of appropriate AI tools for the efficient analysis of various institutional initiatives. Considering the fact that AI is likely to affect a variety of social domains starting from educational challenges to health and security, “diplomacy by necessity cannot escape its gravitational pull” (Bjola 2020). As a tool for diplomacy, AI looks at how it can

support the functions of diplomacy. This can include its application to digital public diplomacy, and hence the promotion and advancement of national interests. In the case of the Portuguese Ministry of Foreign Affairs, the application of AI to digital public diplomacy can include **the analysis of various diplomatic initiatives**, allowing the institution to not solely explore the benefits of AI but also **get ahead of the already-existing trends**. Therefore, this thesis aims to equip the Portuguese Ministry of Foreign Affairs with a cost-effective and time-efficient evaluation tool, powered by AI, **targeted at being the next co-pilot for the diplomats**. It is also important to note however, that the application of such tool goes beyond the immediate necessity of one specific institution and could be applied rather broadly. But this specific context provides a relevant case study for future applications of the tool.

A prerequisite to successfully implementing the aforementioned AI tool is to first examine the appropriate literature outlining the relevance and importance of machine learning technologies within the public sector as well as the most recent transformational trends in the field. This will be followed by a second section that will examine the gap within the Ministry's capacity in using machine learning tools, with the goal of providing them with the appropriate product. The third section will discuss the identification phase, including problem definition, user identification, and market analysis. An evaluation phase will follow, which will examine the methodology behind the tool (data collection and robustness), as well as some ethical considerations for its use in the public domain. Finally, a prototype of the product will be presented along with its limitations and future research suggestions.

Literature Findings

In the following section I will first briefly define the key concepts of Artificial Intelligence and Digital Public Diplomacy. Next, I will discuss the potential benefits of AI in the public sector. Lastly, I will identify several advantages of AI that can be best explored in the context of digital public diplomacy.

The definition of the term Artificial Intelligence can prove to be shifty due to its ever-changing nature. However, for the purpose of this work project, AI will be referred to as following: “A machine-based system that can, for a given set of human-defined objectives, make predictions, recommendations or decisions influencing real or virtual environments” (Berryhill et al. 2019). Artificial Intelligence is an area of research and technology application that is expected to free up nearly one third of public servant’s time, allowing them to shift from dull to high value work (Berryhill et al. 2019). Public institutions can use **AI advancements to innovate the public sphere** by making existing processes **more efficient, precise and effective**. AI can be used in a number of ways one of which includes analysing unstructured data from a number of social media platforms such as *Twitter* or *Facebook* with the aim of gaining further understanding of citizen’s opinions regarding various policy initiatives (Berryhill et al. 2019). These exact benefits derived from AI can be related to the case of Portuguese Ministry of Foreign Affairs and the relevant domain of digital public diplomacy. Public diplomacy refers to the diplomatic engagement with citizens (Gilboa 2008). Whereas other functions attributed to diplomacy revolve around the relationships between states and other formal actors, here we are looking at a direct involvement with the public opinion. Digital diplomacy refers to the use of technologies with the aim of tackling and achieving foreign policy goals (Olubukola 2017). Hence the aim of the use of digital public diplomacy is also directly linked to the above-mentioned benefits of AI, namely the use of some technologies with the aim of further understanding and influencing people’s opinion regarding various initiatives. The idea is that of **harnessing the power of AI as an assistant** invoked by the decision-maker to perform a specific task as part of a wider exercise (Bjola 2020). This thesis will explore the implementation of this precise idea within the Ministry of Foreign Affairs and beyond.

Product Development

This section will consist of the identification phase including the problem definition within the Ministry of Foreign Affairs, followed by the user identification for the tool. Next, it will compare the alternatives to the AI-powered tool with the aim of convincing the Ministry of Foreign Affairs to implement and further invest in the tool over other substitutes. Lastly, it will finish with the evaluation phase consisting of the robustness checks behind the methodology and the ethical matters surrounding the use of an AI-powered tool within the public institution. Finally, the prototype will be presented along with a short manual/guide for the staff of the Ministry of Foreign Affairs.

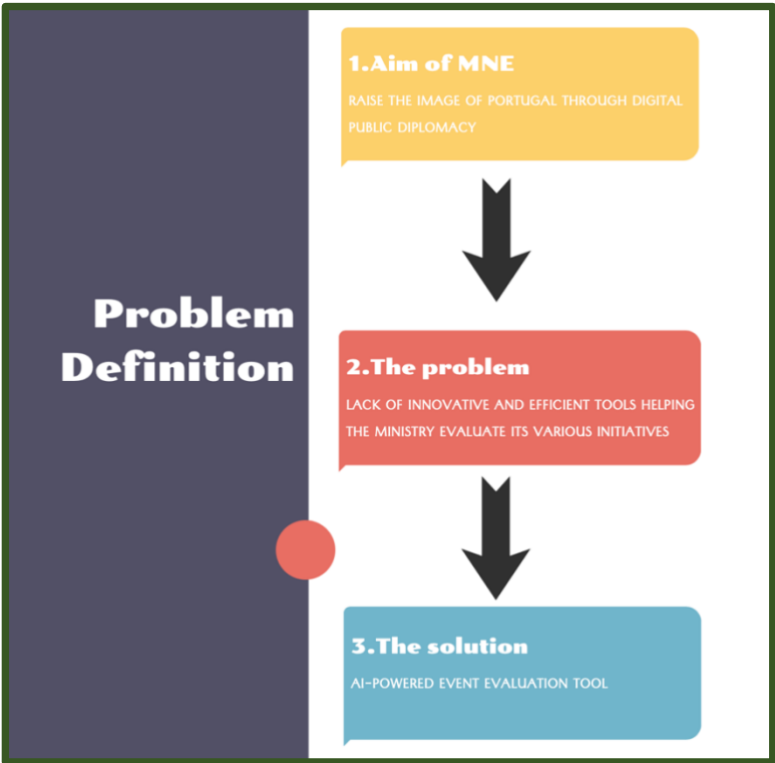
Identification Phase

Problem Definition and User Identification

Even though it is becoming increasingly common for public institutions to focus on data and the use of AI, there are a number of conservations due to the lack of understanding of how AI works and what the related terms actually mean (Wirtz, Weyerer and Sturm. 2020). It is also oftentimes frowned upon due to the potential disruptions to society as a whole along with concerns for public servants on how to regulate and maximize the potential benefits while minimizing the negative externalities (Berryhill et al. 2019). Hence, despite the advances in AI, public institutions still resort to distributing public funds in a manner that contributes to the maintenance of legacy systems (Mehr, Ash, and Fellow 2017). This along with the scepticism surrounding AI's potential future effects on society, work and human purpose, deter public institutions from investing into the development of AI-based tools. In the case of the Portuguese Ministry of Foreign Affairs, **the lack of knowledge and immediate funds to invest** in AI powered tools are the prominent deterrents (Joana Gaspar 2022). The consequences of the lack of AI powered tools are manifold including lack of comparative advantage, being behind on the transformational trends and the resources spent on manually coordinating the tasks (e.g.,

evaluation of various events) that could alternatively be automated (Mehr 2017). Hence the problem is the following: the lack of innovative and efficient solutions helping MNE (or alternatively various institutions) advance its goals, that being **raising the image of Portugal**. Therefore, the aim of the thesis is to solve exactly this problem by implementing an AI-powered event evaluation tool, being the effective co-advisor for diplomats. As the volume of data grows, so too does the institution’s need for technologies that can generate valuable insights from it.

Figure 1: Problem definition



Market Analysis

A comprehensive analysis of the potential benefits of employing an AI-powered tool must also take alternative solutions into consideration. Among them are the use of traditional surveys, the conduct of public forums, the use of public records and archival documents, or outsourcing the service to consultants (Community Tool Box 2022). There are a number of traditional alternatives to the AI-powered tool mentioned above, given that the Ministry of Foreign Affairs has not yet used an AI-powered tool to evaluate large data sets in order to improve its performance. Comparing the aforementioned alternative tools for evaluating different initiatives

conducted by MNE requires the formulation of comprehensive comparison criteria. A set of criteria should reflect the priorities of the institution, in this case, the Ministry of Foreign Affairs. Here, **cost-effectiveness and time-efficiency** are the most important domains for comparison.

It should be noted that there is very little systematic information available about the cost of public surveys, and in addition, they tend to be reported inconsistently (Olson et al. 2021). Despite their enormous importance in public research, there is no common language for discussing survey costs, making it difficult to estimate the overall cost (Olson et al. 2021). Due to a lack of information regarding the potential costs for MNE, budget models for surveys might be separated from actual survey costs, which can cause confusion and inconsistency. In recent years, the overall trend has been the following: the cost of conducting large-scale public surveys has been increasing, which is partly attributed to decreased response rates (Brick and Williams 2013). Thus, it is evident that large-scale surveys are not only becoming less and less time-effective but are also largely inefficient in terms of their costs.

There is also the option of public forums, which provide the public with an opportunity to express their opinion on past or future initiatives conducted by the various institutions (Community Tool Box 2022). In general, public forums are relatively inexpensive, but they are extremely time consuming. In spite of the fact that public forums provide institutions with the opportunity to obtain first-hand feedback, they fail to encompass large segments of society and are laborious and inefficient. Archival data and public records can also be viewed in this light. Although already gathered data can be useful in some situations, it is often obsolete and inefficient when used.

Finally, one of the most prevalent alternatives to using AI-powered tools within MNE is outsourcing the service to the private sector. Data gathering, and evaluation are often outsourced to private companies such as consultancies due to their flexibility, innovation, and expertise

(Deloitte 2022). However, one of the disadvantages of using third-party consultants is their rising costs and the associated increase in spending.

In the case of the AI-powered tool, there are minimal costs associated with its creation and implementation and a short amount of time is spent gathering and analysing growing data sets. This is exactly what makes VoxVision (VoxVision being the chosen name of the tool for future applications), an AI-powered assistant for diplomats, superior to its alternatives. As can be seen in the table below, a simple market analysis demonstrates the tool's comparative advantage in terms of cost and time efficiency when compared to its alternatives.

Figure 2: Market Analysis

Alternative Solutions	Cost-Effective	Time-efficient
Surveys	✗	✗
Public Forums	✓	✗
Public Records	✓	✗
Consultancy	✗	✓
VoxVision	✓	✓

Evaluation phase

The evaluation phase will include a detailed evaluation of the data collection strategy and its robustness. In addition, it will examine the ethical concerns behind the data collection methodology and provide a holistic framework that focuses on the ethical norms that MNE should adhere to. As a final step, a user-friendly prototype will be presented, along with a guide on how to navigate and effectively implement the tool within the Ministry of Foreign Affairs and beyond.

Data collection and methodology

Considering the fact that social media platforms can be used to globally and publicly express a sentiment about a certain event or a policy, they present a fascinating medium for data analysis (Jain and Katkar 2015). This idea can be systematically used within the context of MNE (or

other public institutions) **to help diplomats identify the public perception about their future or already conducted initiatives, helping them improve their performance.** There are a number of observations that could be taken into account. However, for the sake of simplification of the tool and the degree of user friendliness, the thesis and hence the tool will focus on providing **the sentiment analysis** and real time comparative data analysis regarding the public sentiment on various initiatives. Sentiment analysis refers to the process of analysing emotional tendencies within subjective texts (Habimana et al. 2020). This methodology will allow the diplomats/staff to effectively compare the initiatives based on public perception. However, in order to convince the Ministry to implement the tool on day-to-day basis, the thesis must consider the shortcomings of the tool and hence, the robustness of the methodology behind data collection.

Natural Language Toolkit (NLTK), (as mentioned in Chapter IV) Python-based platform that allows various experiments with human language data, is the primary methodology behind sentiment analysis used for this tool (Ptaszynski, Lempta and Masui 2015). NLTK provides powerful machine learning operations that can be used to obtain insight from linguistic data using algorithms. It offers a variety of tools for text classification, stemming, semantic reasoning, and lexical resources (Ptaszynski, Lempta and Masui 2015). A primary advantage of NLTK is that it supports the largest number of languages compared to other libraries, which could prove useful not just for analysing the sentiment behind texts in various languages, but also for future applications outside the Portuguese Ministry of Foreign Affairs. However, there are certain disadvantages of NLTK that manifest as limitations of the methodology behind the tool and hence should be carefully evaluated and taken into account.

Lexicon Based Approach

NLTK program uses lexicon-based approach for the sentiment analysis. Each token in a Lexicon is assigned a predetermined score that indicates the neutrality, positivity, or negativity

of the text (Kiritchenko et al. 2014). Assigning scores to tokens is based on polarity, such as +1, 0, -1 for positive, neutral, or negative tokens, or it can also be based on the intensity of polarity, with a value ranging from [+1, -1] where +1 represents highly positive, and -1 represents highly negative tokens. Using the Lexicon Based Approach, positive, negative, and neutral scores are summed separately for a given review or text. At the end of the process, the overall polarity of the text is determined based on the highest individual score. As a result, the document is first divided into tokens of single words, and then the polarity of each token is calculated and aggregated.

The lexicon-based technique is extremely effective for sentiment analysis at both the sentence and feature levels. However, this method has several disadvantages, including domain dependence, since words are capable of having several meanings and senses, so a word that is positive in one domain may be negative in another (Kiritchenko et al. 2014). For example, given the word “surprised” and the sentences “she was so smart, I was surprised” and “It was a dark night and suddenly I was surprised”, the word “surprised” in the first sentence carries a positive connotation, while in the second sentence it is perceived rather negatively. Hence, it is clear how the lexicon-based approach is highly domain oriented and words relating to one domain cannot be used in another domain (Moreo et al 2012). As a result, words should be assigned polarity carefully based on their specific domain of application.

Another disadvantage of NLTK is that not all its tools are compatible with languages whose transcriptions are not alphabetic (Japanese, Chinese, etc.). This has implications on the variety of texts/tweets that the tool can analyse for the final sentiment analysis. As a result, some of the data may be excluded from the final sentiment analysis, adding bias to the analysis.

Ethical considerations

Although we recognize the enormous advantages of social media for generating data within MNE for research and comparison, the introduction of an AI-powered tool in this field is a

relatively new concept, which would raise ethical considerations about constant use of public information (Ndaguba et al. 2019). There are several aspects to consider under the umbrella of data ethics including **human bias and presence of fake accounts** as well as public perception of the use of their private information.

Twitter as a source of data is particularly challenging due to partial free availability of data (Wheeler 2018). The terms of service for *Twitter* specifically state that the publicly shared posts will be used by third parties, hence making the utilization of this data legal. However, despite the legality of the data collection, the sensitive nature of this data used by a public institution on daily basis requires basic and common guidance on data ethics to prevent inadvertent breaches of ethical principles in practice. There is a societal demand for ethical practices, reflecting the need to protect the public interest and deliver trustworthy outcomes (OECD, 2020).

Zimmer and Proferes (2014a) outline how *Twitter*'s platform features reinforce the user's perception that their tweets are short lived. This raises question about the possibility that the users could communicate differently given the potential that their tweets could be stored or used for public research. Therefore, in light of the fact that VoxVision uses *Twitter* data in real-time, the public may not be aware that their information is being used for research, and they may communicate differently if they were informed of the use of their information. Hence, it **might be essential for MNE to announce the use of the tool** as their instrument in order to protect itself from potential backlash or decreased feasibility of the tool.

Human bias

Considering the fact that the data collected from *twitter* and the subsequent analysis could be used as a guide for investing in various initiatives as well as a comparison tool, it is vital to acknowledge **the human bias or the availability of incomplete data**, which can lead to unintended outcomes or investments in initiatives which might not deliver the expected

outcomes. Considering that the tool scrapes the real-time data, inevitably containing elements of bias, a certain degree of human oversight is necessary within the institutions.

The second aspect to reflect upon is the **inevitable presence of bots and fake accounts on *Twitter***, which will inherently establish a degree of added bias, which should also be taken into consideration. In order to limit the afore-mentioned limitations, one of the future projects that MNE may consider is the establishment of **a social media network** that would permit the public to register and express their opinions regarding the initiatives conducted by the Ministry. By doing so, we would be able to limit the possibility of human bias and fake accounts. In addition, users could be informed upfront about the potential use of their data for public research, thereby reducing the potential backlash related to the use of their data in research. In conjunction with VoxVision, this could prove to be an effective tool for evaluating initiatives.

Prototype

After considering the robustness of the methodology and the ethical considerations that surround the data collection, this section will include the prototype for the tool as well as the guidelines for MNE. It must be noted that the tool presented below was made in collaboration with Niklas von Heyden, whose technical expertise was vital for the creation of the prototype.

User Journey

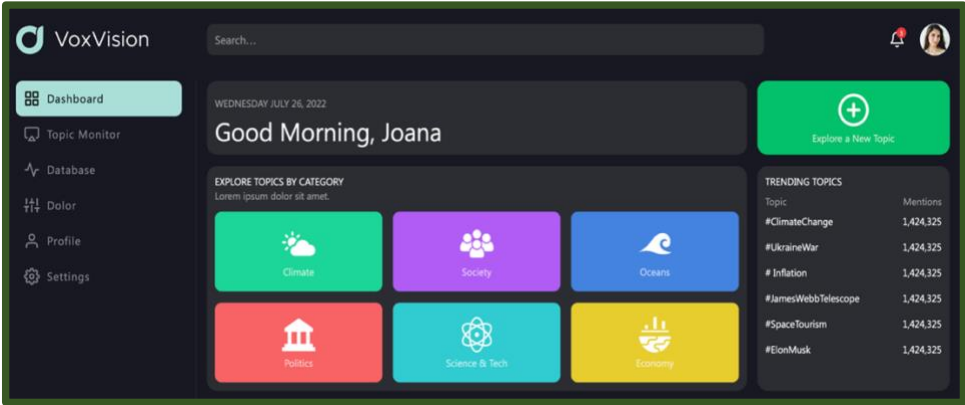
To ensure that the tool is extremely user-friendly, we have designed a simple dashboard for the Ministry. In general, the user journey can be divided into four stages. These include

1. **Accessing the dashboard**
2. **Entering new events**
3. **Analysing the data**
4. **Evaluating the results.**

Figure 3 illustrates how a user accesses current, past and upcoming events within the VoxVision platform. Figure below illustrates a prototype of some of the possible relevant events,

such as climate change, oceans, science and technology. It is possible to update this category of topics in response to the most recent popular events.

Figure 3: User Journey

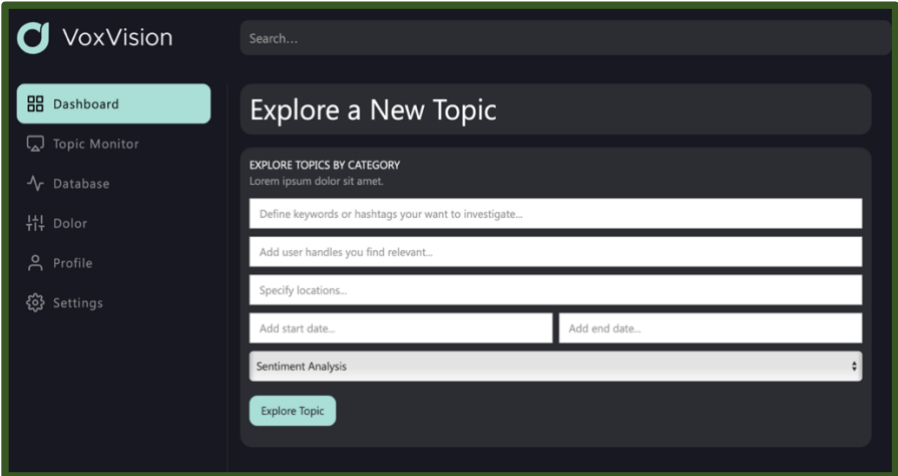


Next, there is the new event category, where users can create new events. Before setting a timeframe of interest, the user can define keywords, hashtags or *twitter* users.

As shown in figure 4, the tool allows the user to specify the location, date, and the relevant analysis, which in this case is sentiment analysis. In the initial phase, when the institution is not fully familiar with the use of the tool on a day-to-day basis, this feature is particularly useful.

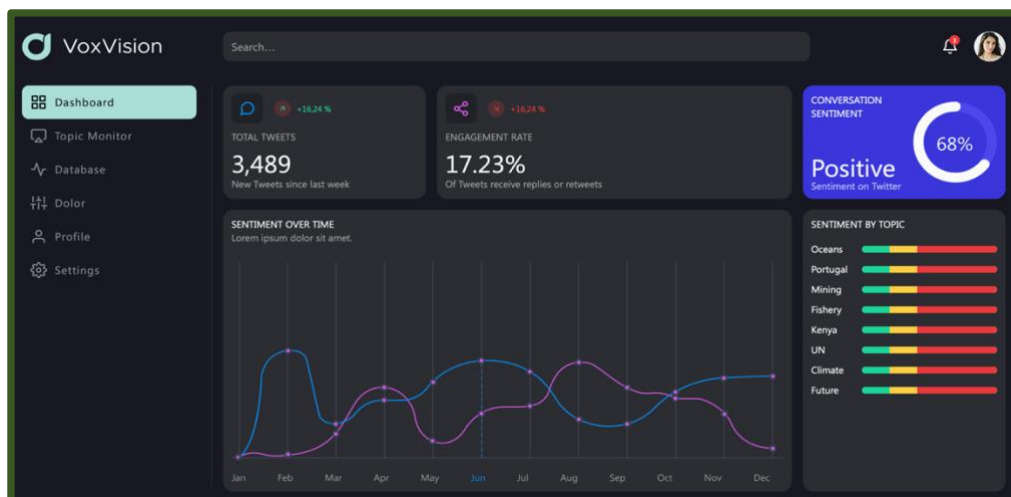
Following this, the tool scrapes the relevant tweets from *Twitter* and analyses the data. Scraped data is specific to the topic indicated in the last step, allowing the user to collect only the data that is relevant to their research instead of dealing with large sets of data that need to be cleaned and prepared for analysis.

Figure 4: User Journey



As a final step, VoxVision provides a visual representation of the insights it has uncovered. On figure 5, the tool shows a sentiment analysis showing the sentiment behind a certain initiative conducted by the institution, allowing for immediate and effective feedback. Additionally, it provides a sentiment analysis by topic. When *Twitter* users demonstrate a differentiated sentiment based on a series of words in the search for a particular topic, the tool will differentiate between those sub-topics and provide an overview of different attitudes. Additionally, the colours correspond to the sentiment, with red denoting a negative sentiment, green denoting a positive sentiment and yellow denoting a neutral sentiment. In addition to total tweets, the results also display the engagement rate, which may have implications for the Ministry's efforts to further encourage engagement with its various initiatives.

Figure 5: User Journey



A user-friendly, AI-powered tool can be consistently used by the Ministry of Foreign Affairs to evaluate public feedback regarding its various initiatives. MNE will be able to base all its decisions on the direct feedback provided by the public, which will be a ground-breaking development in the field of digital public diplomacy. Consequently, the institution will be able to answer the following questions: **Which initiatives should we fund? What has been the most effective method for obtaining positive public feedback? How would you describe the overall sentiment? What can we do to influence the public and improve the image of**

Portugal abroad? These are just a few examples of questions that the institution could have in mind as it utilizes the tool on a daily basis. By leveraging VoxVision, MNE will be able to stay ahead of transformational trends in the public sector and lead the way in the application of Artificial Intelligence to public diplomacy. In addition to enhancing the Ministry's internal performance, this will also serve to demonstrate the Ministry's innovative nature and ability to make data-driven decisions.

Potential Criticisms

One of the primary criticisms of the tool is that it scrapes data from only one social media platform, namely *Twitter*, thereby encapsulating only the opinions of *Twitter* users. This may be construed as biased and discriminatory toward those members of the public who either do not use the social media platform in question or do not have access to it. Moreover, it is also pertinent to consider that a large segment of the public does not express their opinions about institutional initiatives online, again resulting in inherent bias. It is imperative to note, however, that while the aforementioned criticisms are valid, there is no alternative to VoxVision in terms of the collection of data that does not present problems of a similar nature. The public surveys are not only biased, but most members of the public are unwilling to respond to the questions, again limiting the amount of information collected (Olson et al. 2021). Both public forums and archival data may exhibit similar shortcomings. Any type of research that involves the collection and analysis of data will be impacted by bias, whether it is **selection bias or information bias**. In the case of VoxVision, such bias should be acknowledged and considered carefully. The initiative of the Ministry of Foreign Affairs to collect data from social media platforms and recognize the importance of public feedback, however, may encourage the public to interact and express their opinions further. In addition to potentially increasing the amount of data available to the organization in the long run, it will also enhance the ideal of data-driven, interconnected organizations that allow for better decision-making.

A second criticism relates to a larger argument against the use of Artificial Intelligence in the public sector. Although positive claims have been made regarding the use of this tool and AI in general in the public sector, little is known about its impact and value (Bailey and Barley 2020). This is partially due to a lack of comprehensive impact research on AI in the public sector (Kuziemski and Misuraca, 2020). Another argument is related to the idea the political and unstructured nature of policy making contradicts the technical-rational view of improving decisions with data (Vydra and Klievink 2019). There is also the argument that the benefits derived from the use of Artificial Intelligence tend to be overshadowed by a number of challenges, including issues related to data, the application of AI to public institutions, and the unintended consequences of human interaction (Zuiderwijk et al. 2021). Although the above-mentioned arguments are logical to consider, it should also be noted that innovation comes with challenges that must be overcome as well. This tool was designed to avoid these complications. Its user-friendliness is intended to eliminate issues related to human interaction and the feasibility of implementing it within the public sector. Additionally, the guide on ethical matters and manual for use are intended to address the unstructured nature of policy making and facilitate the implementation process.

Last but not least, we should consider the data itself as a major criticism. The announcement concerning the use of an AI-powered tool for data collection might result in an increase in fake accounts on *Twitter*, resulting in misinformation and bias. The presence of false information is a highly relevant issue. However, it is also critical to note that the program takes into account a margin of error, limiting the possibility of biased findings. The creation of a social media platform targeted at gathering the opinions of individuals who are interested in taking an active role in the governance is another way to expand the already existing VoxVision project and address the issue of fake accounts. Using an identification card, one could register on the platform and provide insights regarding their feedback on political, economic and social matters.

As a platform or medium for connecting the public to institutions, this could be actively promoted, which is in line with transformational trends related to interconnected institutions. The institution could then gather information based on verified data sources, and feed it to VoxVision, potentially resulting in more accurate evaluation reports.

Further uses and extensions

As a solution to the lack of innovative, AI-powered tools that could conduct evaluation of various initiatives, VoxVision has been specifically customized to meet the needs of the Ministry of Foreign Affairs. It should be noted, however, that this does not necessarily imply that the tool cannot be applied in any other way or for any other purpose. In addition to using the technology within MNE, it could also be applied to other institutional bodies, increasing the efficiency of other public institutions and contributing to the development of public-private partnerships. Additionally, VoxVision may be used internally within the Ministry to analyse the feedback provided by the institution's staff. In the event that an MNE wishes to evaluate the perceptions of its own members in different countries, the tool can be utilized.

Besides this specific use of the tool, there are potential extensions that could be developed in order to gather further insights into the public's feedback. Addition of a brand-new type of analysis could be one of the possible extensions. While sentiment analysis focuses primarily on analysing the positivity or negativity of feedback, other indicators may be able to provide a more comprehensive picture. Among the interesting indicators to investigate is the impact of culture, language, or income on public perception of different initiatives. As a result, VoxVision's extension could be used to segment and analyse such data as well.

Furthermore, the tool might also be able to be used outside of the Ministry of Foreign Affairs, giving rise to the possibility of monetization. Considering the increasing scepticism as to the use of Artificial Intelligence within the public sector, a successful implementation within MNE could result in an increase in positive attitudes as a whole. This, along with a marketing

strategy aimed at providing public institutions with a tool focused on data-driven decision making, may be the ultimate use for VoxVision in the future

Manual Guide

Finally, this section will include a simple step-by-step guide/manual for the Ministry or other various institutions to distribute and actively utilize during the first phase of the process.

Figure 6: Manual Guide

<p>Step 1: Open your internet browser and locate the address bar on the left side of the screen</p> <p>Step 2: Add the voxvision.ai URL to the address bar and click enter</p> <p>Step 3: Click the dashboard icon located on the left side of the screen</p> <p>Step 4: Click the green button (+) labelled "explore a new topic" on the right-hand side of the page.</p> <p>Step 5: Add an event of interest by entering a key word (such as UN Ocean's Conference) or hashtag (such as #UNOcean's) and/or Twitter user name (such as @UN) and click "Enter"</p> <p>Step 6: Select a timeframe of interest (for example, 15/08/2022 - 20/08/2022) and click "Enter"</p> <p>Step 7: Select the location of interest and click on "Enter"</p> <p>Step 8: Select the button labelled "explore tonic" and click on "Enter"</p>
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Final Remarks

Recent developments in Artificial Intelligence have highlighted the advantages of its use within the public domain. However, widespread scepticism and an attachment to traditional solutions has discouraged public institutions from incorporating Artificial Intelligence into their sectors. As a result of these factors, as well as the lack of relevant knowledge and funding, the Portuguese Ministry of Foreign Affairs has been unable to develop innovative solutions to deal

with the new sphere of digital public diplomacy. Hence, the aim of this project was to transform the nature of digital public diplomacy by inventing a new product, an AI-powered tool, aiding the Ministry in its effective decision making.

A key feature of VoxVision is its ability to evaluate institutional initiatives in a timely manner. This is accomplished by scraping data from *Twitter*, a social media network that is frequently used due to its large amount of available data. In the event that the AI-powered tool is successful, it may be able to serve as a co-assistant for diplomats and MNE in general, by helping them determine how to allocate their investments in various initiatives.

Lastly, the recent COVID-19 crisis has shown that institutions must be prepared to respond to future crises at a rapid pace and scale while protecting trust and transparency. It is the goal of VoxVision to ensure this for institutions by encouraging the practice of data-driven decision making through a continuous evaluation process. Our ultimate goal is not only to transform the nature of digital public diplomacy, but also the institution itself, while implementing innovative solutions to existing challenges.

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APPENDIX

Appendix Introduction (Collective work)

Table 1: Traditional and new Public Diplomacy

Traditional PD: twentieth century	<i>B</i>	New PD: twenty-first century
• Clear boundaries between foreign and domestic, states and civil society	<i>E</i>	• Permeable and non-existent boundaries, power diffusion
• State-to-state diplomacy	<i>Y</i>	• Polycentric diplomacy: above, below, and beyond the state
	<i>O</i>	• Emerging rules and norms
• Established rules and norms	<i>N</i>	• More diplomatic actors, more people, more issues
• Fewer diplomatic actors, fewer people, fewer issues	<i>E</i>	• Digital age technologies: traditional and social media
• Industrial age technologies: print, radio, television	<i>W</i>	• Networked, horizontal
• Hierarchical, state-centered, top-down	=	• Relational, collaborative: message exchange, dialogue and mutual understanding, and collaborative policy networks
• Information dissemination, message design and delivery	<i>I</i>	• Many-to-many (multidirectional)
	<i>N</i>	• More information, less attention
• One-to-many (unidirectional)	<i>T</i>	• Whole-of-government diplomacy: foreign ministries as subsets, important but not primary
• Less information, more attention	<i>E</i>	• Armed conflict among the people: between state and non-state actors
• Foreign ministries: gatekeepers, primary actors in foreign affairs	<i>G</i>	• Incorporate cultural diversity
• War on the battlefield: between state-actors	<i>R</i>	• Public diplomacy as enduring and central to diplomacy
• Cultural barriers	<i>A</i>	• Many state, regional, sub-state and civil-society actors in public diplomacy
• Public diplomacy is episodic and peripheral to diplomacy	<i>T</i>	• Active audience (direct participation)
• Government-to-people public diplomacy	<i>I</i>	
• Passive audience (indirect participation)	<i>V</i>	
	<i>E</i>	
• Foreign publics	<i>PD</i>	
	=	
• Persuade by 'wars of ideas': meta-narratives	The best of both	• Foreign and domestic actors as publics, partners, independent actors
	Complementarities instead of	• Understand, influence, engage and collaborate in global public spheres: multiple narratives
• Get the message right, pre-formed and static message	Contradictories	• Understand what others perceive, co-created and dynamic
• Shaping images of the sender		• Influencing policy agendas by shaping policy attitudes
• Dominated by US and UK experiences		• US, European and (later) non-Western experiences

Source: Huijgh (2016:439)

Appendix Conclusion (Collective Work)

Table 1: National Plan of Action towards a Common Strategy for Digital Public Diplomacy

National Plan of Action towards a Common Strategy for Digital Public Diplomacy					
Strategic Goals	Specified Goals	Policy	Product Indicators	Responsible Entities	Timeline
1. Strengthen the general knowledge on Digital Public Diplomacy and develop digital literacy among diplomats	1.1. Disseminate Digital Education in the Diplomatic community of workers (sociology and psychology in the digital era) 1.2. Ensure the education on Digital Diplomacy Risks of the Diplomatic community of workers (sociology and psychology in the digital era) 1.3. Promote further research in the field to better understand the risks of the institutional use of individual social media accounts	1.1.1. Educate Ambassadors about the relevance of Digital Public Diplomacy, namely through the Diplomatic Seminar	Nº of Diplomatic regularly attending such courses, by age and gender Nº of posts/invests resulting from the first Diplomatic Seminar and progress table from the succeeding ones Nº and names of countries with which Portugal develops a bilateral relationship and that are following the same guidelines, and evaluate their conclusions Nº of Diplomats that were not active on social media that create new accounts, or use the existing ones more frequently, by age, and gender	MNE MNE AI Government Areas MNE	2022-2026
		1.1.2. Promotion of internal understanding across all government institutions of the centrality of Digital Public Diplomacy and the need to further invest	Nº of Diplomats that were not active on social media that create new accounts, or use the existing ones more frequently, by age, and gender	MNE	2022-2030
		1.1.3. Include themes related to digital public diplomacy in the Diplomatic Career Test	Nº of participation of high points internally (Director, Sub-Director, Heads of Directorate-General/ Heads of Division at MNE)	MNE	2022-2026
		1.1.4. Promotion of internal information campaigns that educate staff on the good practices of Digital Public Diplomacy and incorporate risk-assessment	Nº of participation of "Aldeias de Embaixada", the lowest Diplomatic Category (usually the youngest ones)	MNE	2022-2030
		1.1.5. Include media training in the beginning stages of a Diplomat's activity	Nº of Diplomats that have undergone media training or have attended self programs Nº of social media profiles which were created during or after the program Nº of social media profiles which became active during or after the program Nº of media training sessions conducted	MNE	2022-2030
		1.2.1. Create regular workshops for the Minister Cabinet, including the Minister and the Secretaries of State's Cabinets	Nº of staff of the Minister Cabinet attending the workshops, by gender Nº workshops for the Secretaries of State's Cabinets	MNE	2022-2026
		1.2.2. Create regular workshops for Ambassadors and other Diplomats for running their personal accounts and their post centralized page (for ex, the Ambassador of Portugal in NY - Ana Paula Zavascki - and the Official @Portugal UN)	Nº of staff of the Secretaries of State's Cabinets attending the workshops, by gender Nº of workshops directed to the MNE's centralized social media accounts Nº of staff attending the workshops directed to MNE's centralized social media accounts, by gender Nº regular workshops for Ambassadors Nº Ambassadors attending the workshops, by gender Nº regular workshops for Diplomats	MNE	2022-2026
		1.2.3. Promote the education and projection of specialists	Nº of Diplomatic attending, by gender Nº social media experts formed	MAI	2022-2030
		1.2.4. Integrate a Gender perspective and promote the equal use of social media platforms for both men and women diplomats	Nº of marketing specialists formed Nº of Gender Advisors formed	MNE	2022-2030
		1.2.5. Update Foreign Service Manuals to include how one should and should not handle Digital Diplomacy activities	Nº of revisions conducted to the manuals	MNE	2022-2026
		1.3.1. Create opportunities, such as the research and analysis project with NOVA, to foster continuous and dynamic efforts	Nº of research proposals Nº of participants involved in conducted research Nº of publications in journals Nº of conducted projects	MNE	2022-2030
		1.3.2. Regularly perform statistical and comparative analysis to ensure a constant state of monitoring and adaptation across all diplomatic activity	Nº of statistical reports Nº of final data retrieval & frequency in three units Nº and amount of data retrieved	MNE	2022-2026
		1.3.3. Include sustainability assessments to promote continuity and define goals	Nº of sustainability reports at the National level Nº of guidelines produced at the National level Nº of reports of the National level	MAI	2022-2026
		1.3.4. Encourage research and cross-country analysis at the level of the MNE	Nº and amount of data retrieved at the National level Nº and amount of data retrieved at the International level	MNE	2022-2026
		2. Protect the integrity of the country by ensuring the spread of like news, anonymity culture and cyberattacks	2.1. Centralized and Specialized (drawing of everything that is posted individually by diplomats on their social media accounts, with the goal of guiding and recommending, and if necessary correct, replace or remove) content 2.2. Create a password system, where all diplomats must update their social media accounts password every month to prevent hacking 2.3. Create a system based on incentives to help people feel motivated to promote Portugal's image online	2.1.1. Define clear image guidelines for behaviour online	Nº of same proposal hashtags in different digital platforms Nº and type of guidelines introduced and enforced
2.1.2. Create mechanisms of evaluation to determine if the new practices are being followed or not	Nº of new followers - counted after the new practice adoption			MNE	2022-2032
2.1.3. Create a password system, where all diplomats must update their social media accounts password every month to prevent hacking	Some periodic reminders for diplomats to update their passwords			MNE	2022-2026
2.1.4. Create a system based on incentives to help people feel motivated to promote Portugal's image online	Create a Fact Checking Team that is able to moderate content so that not only communications by diplomats are done right but also the engagement is filtered in order for it to not take interpersonal consequences			Third Party	2022-2032
2.2. Create a system based on incentives to help people feel motivated to promote Portugal's image online	Compensate whenever is following the rules and punish whenever is not following them			MNE	2022-2032

National Plan of Action towards a Common Strategy for Digital Public Diplomacy						
Strategic Goals	Specified Goals	Policy	Product Indicators	Entities		Timeline
				Responsible	Involved	
6. Establish the use of Artificial Intelligence as a tool for achieving the goals within the domain of Digital Public Diplomacy	6.1. Encourage the use of AI as an event evaluation tool	6.1.1. Promote the advantages associated with the use of AI-powered tool within the Ministry through introductory seminars 6.1.2. Distribute the manual/guide on the use of AI-powered tool to the staff 6.1.3. Promote internal informational campaigns on the benefits and risks of the use of AI within the domain of Digital Public Diplomacy 6.2.1. Create regular workshops/seminars for the staff within the Ministry of Foreign Affairs 6.2.2. Create regular social media posts including educational campaigns promoting the effective use of AI in DPD	N° of Diplomats/staff members who are willing to actively engage in introductory seminars N° of Diplomats/staff members being in favour of the use of AI-powered tool as part of their daily tasks N° of Diplomats/staff members actively using the AI-powered tool as an assistant N° of Diplomats/staff members actively using the manual/guide on day-to-day basis N° of Diplomats/staff members aware of the benefits and risks associated with the use of Artificial Intelligence N° regular workshops/seminars conducted N° of workshops/seminars attended by Diplomats/staff members N° of social media posts posted monthly on the official accounts of Ministry of Foreign Affairs The rate of positive engagement with the educational social media posts N° social media posts related to initiatives conducted by MNE N° of monthly evaluation reports conducted by the staff The rate of investing in initiatives that have previously shown positive public feedback N° of workshops conducted by the Ministry The rate of engagement/interests with the new initiatives promoted by the Ministry N° of successful AI-related plans implemented N° of workshops discussing potential risks and ethical biases conducted Having a successful exit strategy/risk assessment reports N° innovation workshops facilitated per year Setup a data strategy N° attendance at relevant conferences	MNE		2022-2030
				MNE		2022-2030
				MNE		2022-2030
				MNE		2022-2030
				MNE		2022-2030
				MNE		2022-2030
				MNE		2022-2030
				MNE		2022-2030
				MNE		2022-2030
				MNE		2022-2030
7. Establish a practice of investing in promotional initiatives based on previously conducted (through AI-powered tool) event evaluation reports	7.1. Encourage the reproduction of daily evaluation reports conducted by the AI-powered tool	7.1.1. Encourage the public to actively engage and give feedback on social media on the initiatives conducted by MNE 7.1.3. Encourage the Diplomats/staff members to use the AI-powered tool to evaluate the public feedback on the conducted/upcoming initiatives 7.1.4. Create a system based on investing in initiatives that have shown positive feedback from the public	N° of monthly evaluation reports conducted by the staff The rate of investing in initiatives that have previously shown positive public feedback N° of workshops conducted by the Ministry The rate of engagement/interests with the new initiatives promoted by the Ministry N° of successful AI-related plans implemented	MNE		2022-2030
				Third Party		
				MNE		2022-2025
				MNE		2022-2025
				MNE		2022-2025
				MNE		2022-2025
				MNE		2022-2025
				MNE		2022-2025
				MNE		2022-2025
				MNE		2022-2025
8. Have a unifying strategy on the use of AI as a powerful tool for conducting time consuming evaluation tasks within the Ministry	8.3. Explore the risks, sustainability of AI technological innovations and ethical matters 8.4. Keep experimenting and innovating to explore the potential of AI and other methods of data analysis	8.3.1. Assess the risks and potential exit strategy, promote workshops on ethical use of AI 8.4.1. Facilitate innovation workshops on a regular basis. 8.4.2. Systematically collect and process relevant data 8.4.3. Keep up with the technological developments	MNE MNE MNE MNE MNE MNE MNE MNE MNE MNE		IDI	2022-2025
						2022-2025
						2022-2025
						2022-2025
						2022-2025
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