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DIGITAL PUBLIC DIPLOMACY AT THE  
PORTUGUESE MINISTRY OF FOREIGN AFFAIRS:  
ADVANTAGES AND DISADVANTAGES OF  
DIPLOMACY UNDER THE CONTEXT OF  
GLOBAL DIGITALIZATION

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## **GENERAL ABSTRACT**

Recently, Digital Public Diplomacy has become increasingly popular as countries started utilizing digital tools for engaging with foreign audiences. The goal is to assess Portuguese performance in Digital Public Diplomacy and recommend policy actions that will help the Portuguese Ministry of Foreign Affairs (MNE) to promote Portugal's image and reputation through its tools. However, this type of diplomatic action poses benefits and drawbacks, which are discussed in this report in a qualitative analysis. In addition, a cross-country analysis is performed, and the digital activities of diplomats are compared to derive a comprehensive understanding of frequently employed strategies. Further, this paper makes use of the Enterprise Risk Management Framework to employ an analytical assessment and treatment of the risks and challenges associated with the individual use of Digital Diplomacy tools and offers suggestions for mitigating those challenges. Ultimately, an AI-Copilot system is proposed to illustrate how modern technologies can advance the work of ministries, embassies, and diplomats through event evaluation. Lastly, a prototype of an AI-powered tool, named VoxVision is introduced for the use of MNE and other public institutions. As a byproduct of this thesis a National Plan of Action is developed and analyzed with a strong focus on policy measures and associated performance indicators that will help the analysis to be translated into practice and applied to the reality of the Portuguese Digital Public Diplomacy.

## **INDIVIDUAL ABSTRACT**

Emphasis has recently been placed on Digital Public Diplomacy, and this work dives into the main benefits and drawbacks of this evolution. Data from MNE and its institutions' social media profiles were analyzed to provide recommendations on how Public Diplomacy can be best adapted to current and potential future levels of digitalization. There is a clear need to rethink traditional structures and establish coordinated efforts within MNE and all its Services so that they can respond to these new demands. New practices must then be allowed to integrate the traditional ones in order to build the most efficient strategy.

**Keywords:** Public Diplomacy, Global Digitalization, Social Media Analysis

## LIST OF ACRONYMS

AI	Artificial Intelligence
CBA	Cost-Benefit Analysis
CIG	Portuguese Commission for Gender Equality
COSO	Committee of Sponsoring Organizations of the Tradeway Commission
COVID-19	Corona Virus Disease
CPLP	Community of Portuguese Speaking Countries
DD	Digital Diplomacy
DPD	Digital Public Diplomacy
ERM	Enterprise Risk Management
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
UK	United Kingdom

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## **GENERAL 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

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.

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

<b>Traditional PD: twentieth century</b>		<b>New PD: twenty-first century</b>
• 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

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 Cabinet<sup>1</sup>. 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).

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 35<sup>th</sup>, having improved only one position since 2021. In International Relations, the results are also below the European average (36<sup>th</sup> place), its best ranking being on the reputation field, where the country finds itself in 27<sup>th</sup> (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 e 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).

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

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

# ADVANTAGES AND DISADVANTAGES OF DIPLOMACY UNDER THE CONTEXT OF GLOBAL DIGITALIZATION

*“What is soft power? It is the ability to get what you want through attraction rather than coercion or payments. It arises from the Attractiveness of a country’s culture, political ideals, and policies”.*

Joseph Nye Jr. The Means to Success in World Politics

## Introduction

Business, governance, and relations have all been transformed by the digital revolution, but States are only now realizing how far digital technology can go and how drastically it can alter the nature of interstate interactions (Bjola and Holmes 2015). It seems fair to say that digital platforms, such as social media websites, have grown way beyond their original purpose. They have become the center stage of the public sphere, which was traditionally composed of newspapers, radio, and television. Additionally, States have had to adapt to society’s increasing complexity and the olive branch which now characterizes the polycentric decision-making nature of global society. Diplomacy remains a crucial component in foreign policy and defense of national interests, but new responsibilities and expectations have been added to the role of diplomats and the institutions they represent today. In this sense, the focus of the present research is precisely turned to DPD and given the tool's recent evolution, it's critical to consider what ramifications have resulted from its use. Consequently, the purpose of this Chapter is to lay the groundwork for identifying which benefits and drawbacks have emerged in order to better understand how they should be explored, specifically by MNE. Research in this area is still limited and centers mainly around the USA but looking at the perspective of a much smaller country, such as Portugal, can be a step forward in expanding the existing literature beyond the USA’s experience. Portugal’s case study will thus be a consistent topic as it is the main driver of this entire work and, consequently, this Chapter.

To better understand how new digital tools should be explored, the goal will be to first introduce a comprehensive retelling of the evolution which has led DD to become an established

instrument for Public Diplomacy. Secondly, the benefits of this evolution will be presented, while studying the data retrieved from MNE's *Facebook* account. As the existing consequences weren't all positive, any existing drawbacks will be explored in a third part. Finally, as we consider the different levels of data which were made available for the research, we will look specifically into what can be done in Portugal to make the most out of existing opportunities and establish a cohesive DPD strategy.

### **Research Methodology**

This work was written based on both qualitative and quantitative methods. While the former was primarily explored throughout the first section, through the inclusion of gathered materials (literature, scientific papers, internet research and news articles), the latter served to establish a quantitative base of analysis through the data provided by MNE. First, the analytics of the Ministry's *Facebook* page for the course of a year (from January 1<sup>st</sup>, 2021, to July 5<sup>th</sup>, 2022) were made available and used to study audiences and engagement level. Secondly, the existing *Twitter* and *Facebook* pages of MNE's Foreign Services (ranging from Consulates to Embassies, Permanent Missions, Permanent Representations, Vice-Consulates, Delegations, and Representative Offices) were listed and additional data was collected to update the database further (original data was introduced between the 26<sup>th</sup> and 27<sup>th</sup> of April 2022 and the new between the 9<sup>th</sup> and 10<sup>th</sup> of June 2022). By searching for the 133 services listed by MNE (see Appendix, Table 1), only 100 *Facebook* and 25 *Twitter* profiles were found. Each of the individual *Facebook* and *Twitter* accounts, were visited to assemble the necessary data to establish a timeline of their respective activity. Multiple conclusions were made from this list regarding Foreign Services' online presence in general. Findings will be detailed throughout this paper and all figures will be available in the appendix.

### **Literature Findings: The Evolution of DPD**

### *An introduction to Digital Public Diplomacy*

The frequency under which multiple political actors from different countries and regions of the world meet, communicate and negotiate was intensified by the introduction of airplanes and telephones to everyday life. *'The spread of the Internet [...] enabled more people than ever to be connected and to share their digital content with more other people for less money than any time before'* (Friedman 2006). In this sense, one could not expect the same from diplomats working hundreds of years ago, where both communication tools and traveling were limited, and now, where reaching someone across the globe can be done in a matter of seconds.

Technological advancements have pushed social media platforms to the center of society. As a result, the world is now more interconnected than ever before, and a considerable emphasis has been placed on Public Diplomacy. It is difficult to pin-point exactly when this practice first began but it seems that it was in the twentieth century that the traditions we know today began to be consolidated as they reemerged through the process of democratization. As a key component of democracy, the participation of individuals in all matters of society made it essential for governments to establish clear lines of communication. As a matter of fact, according to Hocking, Melissen, Riordan and Sharp (2012), security agendas have recently been developed to focus on individual security within the State, pushing the international scene even further away from its traditional concepts. The importance of public opinion has grown, and its involvement is now felt mainly through conversations and debates on digital platforms. We have reached an unprecedented scope when it comes to the number of actors at play in the international and political spheres. Public Diplomacy is thus a result of this new involvement and democratic openness (Nye Jr 2008), which is dependent on the participation of citizens in conversations surrounding government decisions and policymaking processes.

Technological advancements also came at a time when society was becoming increasingly globalized. This combination only facilitated the interconnection which now drives the world

as matters that were once nationally kept became topics of global discussion. Today, even the most mundane of events may be shared across the world and as a result, domestic challenges and issues are now regional or international matters involving a growing number of stakeholders. Advancements in communication led traditional public diplomacy to be rethought as boundaries and borders, as suggested by Manor (2019), were progressively blurred out by the close link between the domestic and international arenas. According to Huijgh (2016), whereas before there was a clear lack of interest in what was happening elsewhere, the existing openness led to a shift towards a more attentive public. Therefore, internally promoting information and a better understanding for a government's policy contributes to the country's public reputation. Under the polylateral dimension, Public Diplomacy allows for citizens to be involved by establishing a link that favors the cooperation between governments and civil society. Consequently, as stated by Tyler and Beyerinck (2016), citizens became representative agents in what has been labeled '*citizen diplomacy*'. Here we are referring to a public diplomacy which is conducted outside government involvement, by and for citizens, through traveling and relationship-building. As pointed out by Cull, Public Diplomacy now goes beyond the goal of disseminating information and, instead, is focused on the collaborative aspect of these new networks and the listening process which is expected from government officials. But technology revolutionized the world, perhaps in a way that could not be anticipated which led to States to fall behind in their methods and practices.

#### *Diplomacy under the fast pace of the 21<sup>st</sup> century*

According to Manor (2017) a term to best describe the impact of digital technologies on diplomacy has yet to be agreed upon but it is essential to highlight that DD is a tool and does not constitute a type of diplomacy. Technologies have changed the way communications are made, information is received, and audiences are reached. Whether it is about individuals or governments, at the domestic or foreign level, all forms of communication have been favored

by digitalization. In this context, it is fair to say that we've witnessed the digitalization of diplomatic representation, protection, information sharing, negotiation, and promotion. Media platforms have thus transformed the traditional boundaries and practices by shifting the center away from governments alone, by promoting an equal and better access to information, by ensuring greater interactions between all parties and by establishing higher standards of transparency.

As suggested by Henrikson (2005), the '*new*' Public Diplomacy targets long-term relationships with the public, which, in turn, are secured through open dialogues and direct engagement. A country benefits from being constantly adaptable to demonstrate its flexibility, open-mindedness, and inclusivity in front of a much larger public, and thus improve its reputation. As we can observe in figure 1 (see Appendix), when looking at the data from MNE's *Facebook* account, it is evident that audiences are growing. If we consider the profile's visits, peaks are not only becoming more frequent but also reaching higher numbers. As of February 2022, the number of visits rarely fell below 200 whereas before, 200 was the maximum peak number for certain months. According to Pamment (2013), the new media landscape has challenged the traditional 'gatekeeper' role that MFAs have always played, as they can no longer claim to be the dominant actors in foreign policy communication. In this sense, an established strategy is fundamental to ensure a more stable engagement with the public. It's as if we were looking at the international scene with a magnifying glass where even individuals, such as diplomats, are considered on their own. It is certain that traditional methods of communication and relations are not to be ignored (in the context of face-to-face negotiations for instance), but, as pointed out by Gilboa (2016), in the future, in the context of soft power, these new networks will be a sign of power, even more so than now. Consequently, maintaining an active online presence is crucial to ensure a continuous engagement with all actors and levels of the

international scene. But although it provides various advantages, DD is also accompanied of many challenges and both sides will now be detailed further.

### **The Benefits of this Evolution**

*‘Information and communication technologies have created a global connectivity that has challenged diplomacy but also created opportunities for more effective and innovative practice’* (Gilboa 2016). DD has had a great impact in how States relate with each other, how they relate with people and how people relate with one another. But, as noted by Holmes (2015), when it comes to the traditional practices of diplomacy, such as face-to-face interactions, these are still necessary and cannot be replaced. Even so, digital tools have become indispensable for promoting a country's image because they allow diplomats to reevaluate the public discourse in real time and predict, to some extent, where it is headed through the analysis of trends, events, and recurring topics.

#### *Facilitated action*

When it comes to public diplomacy, most official actors have established some form of online presence through social media pages and websites to share all kinds of information, from their history and culture to their policies and affairs. DPD thus promotes a more direct and effective contact with the public and creates a clear line of communication across the different levels of audiences to promote a dialogue which travels both ways. According to Snow (2020), it's no longer about just promoting and selling policies but rather about building trust and relationships with society at all levels. Additionally, as content travels faster, it is possible to continuously stay on top of events and relevant conversations. Not only is this useful for public discussions but also for internal communications in urgent and crisis settings. It is thus undeniable that information and communication technologies provide the means for diplomatic services to be delivered faster and more cost-effectively, both to domestic governments and citizens and to those of foreign countries (Westcott 2008).

### *Larger audiences*

Diplomacy, as defined by Hedley Bull, revolved around the ‘*conduct of relations between states and other entities with standing in world politics by official agents and by peaceful means*’ (Bull 1977). But as the variety and number of actors composing the international scene increased (states, corporations, intergovernmental organizations, non-governmental organizations, individuals, among others), non-state actors were inserted into a field previously reserved for officials, resulting in the diffusion of power away from States. Citizens' interests were previously limited to domestic matters; however, as Gilboa (2016) suggests, their lives are now directly affected by global events, and they are more interested in participating in foreign policy discussions. As a result, the distinction between domestic and foreign affairs is blurring, and different audiences are becoming more connected, making it harder to define public diplomacy as only addressing foreign audiences. As seen in figure 2 (Appendix), for MNE’s *Facebook* page, nearly 50% of its followers are in Portugal, meaning that about 50% of the audience resides at the domestic level. This isn’t to say that expats residing in Portugal are not considered but Public Diplomacy diplomats now communicate to a much larger audience and have at their disposal the tools to reach an unprecedented number of active individuals at a global scale. It does not mean that the distinction between national and international no longer exists, but rather that, as Huijgh (2016) points out, a more integrative approach is required to consolidate the ongoing public participation in international policymaking and affairs. Directing messages for all publics can contribute to fostering more support for government programs, to consolidating the government’s outreach and interactions with the foreign public and strengthen its overall credibility, legitimacy, and efficiency at home and overseas.

### *More engagement*

Following on from the previous point, with a larger audience, diplomats can expect an increase in direct engagement. Through DD government officials can monitor and incorporate

public opinions and requests about their programs and initiatives. The use of social media platforms is thus a great opportunity to share information, messages and promote the support towards foreign policy choices. By incorporating the right public diplomacy strategy, diplomats can explore the space for creativity which digital platforms can offer. Marketing, led by innovative ideas, can have a great impact when it comes to capturing attention and consolidating followers' engagement. If the objective is to promote a country's image and reputation, then visual and textual components can be employed to create more attractive content. DPD favors public dialogues, especially with younger generations who are most at ease with technology. As a result, traditional formal discourse should be adapted to reach out to youth online, capture their attention, and have an even greater impact on those who will be the world's future. This multitude of actors at play digitally requires more attention to be dedicated to DPD as this new balance of power comes with new demands. Whereas citizens now have the voice and space to demand greater action and transparency, governments can now listen to both domestic and foreign audiences and assess any opinions on their decisions, policies, and programs (Huijgh 2016). MFAs should strive to integrate a more proactive and reactive approach which encompasses public diplomacy as playing a central role and favouring more interactivity with the public. Engaging with the youth is a way of further proving a country's flexibility and openness but the challenge comes with capturing their attention in a context of 'too much information' where, as states by Nye (2004), one can easily feel overwhelmed.

#### *Facilitated reach*

As we consider public diplomacy, reaching out to foreign publics amid a critical event can be a central element of a diplomatic strategy. Today, this is facilitated by communication technologies and practices of DPD which allow contacts to be made when no other means exist. In 2011, as Japan was battling the consequences of natural disasters, Tokyo's Portuguese embassy used *Facebook* to provide humanitarian aid (Lusa 2011). When necessary, countries,

such as the USA or Israel (Gilboa 2016), have created virtual embassies to overcome the barriers imposed by authoritarian states and broken diplomatic relations. This is essentially what happened when the COVID-19 pandemic began, and travelling was suspended. Conventions, meetings between officials and world leaders were transferred to virtual calls when it was unsafe to meet otherwise. This came to prove that, in many cases, digital tools can serve to step-in for the most traditional approaches. As the climate crisis is at its most urgent state, such mechanisms should be used to prevent unnecessary traveling and emissions. It is definite that certain traditional practices, namely in the case of bilateral negotiations, benefit from face-to-face interactions, however, it is also undeniable that other digital possibilities exist for diplomatic operations. Digital tools have allowed for a cost-effective and facilitated strategy when it comes to more complex or otherwise impossible situations but, in the future, they should be considered as a means to adapt to current world challenges and crisis. For instance, it seems almost ironic that negotiators or government representatives travel thousands of miles for a Climate Change or Oceans conference (Holmes 2015). Diplomacy should adapt to current issues and benefit from the convenience which digital tools can evidently provide.

### **The Limits of this Transformation**

Despite the numerous opportunities, DD doesn't come without its problems and risks and such limitations and concerns must be taken into account when designing a DPD strategy. Amongst diplomats, as it'll be detailed in Chapter III, there are opinions which fall on both ends, whereas some consider the issues and risks to be too great, others assume that the benefits are far more important. It seems to be a matter of taking advantage when in counts and designing the right plan to overcome the liabilities that may rise.

#### *Accountability*

In a more complex scenario, where diplomats interact with a transnational public, criticisms and backlash are bound to occur. According to Hocking (2016), civil society and non-state

actors now have a powerful enough voice to influence policy and decision-making processes, thus challenging the more closed and exclusive aspects of traditional diplomacy. In the contemporary world, citizens are demanding more transparency, responsiveness, and accountability from a larger capacity (Tyler and Beyerinck 2016) but this multitude of actors and constant exposure can lead to all sorts of results. Numerous actors continuously connect in these platforms leading to a multitude of views being placed directly ‘face to face’. Due to this interconnectivity and new societal trends, standards for public speech and behavior led the term ‘cancel culture’ to rise. Accountability can now be directly ensured by anyone who has an online presence and given that 58.4% of the world’s population uses social media (Chaffey 2022), the probability of this happening is quite high. For instance, through Julian Assange’s WikiLeaks came, once again, the proof that these technological advancements can be used to target, undermine, and damage all political and policy activities (Gilboa 2016). Diplomats and government representatives need to be aware of these risks in order to act accordingly and avoid facing heavy backlash and any consequences from their online endeavors.

### *Inconsistency*

As mentioned above, having an established online presence allows for great engagement with the public which, when talking about Public Diplomacy, is a great opportunity. However, there is a factor of unpredictability which accompanies online activity. During this research, MNE officials confirmed that strong online engagement was very inconsistent and, as expected, only came at times where relevant events were taking place, such as the United Nations Ocean Conference. This inconsistency is confirmed by the trends represented in figure 1 (see Appendix) where it is possible to see how much visits, likes, and reach vary tremendously throughout one year for MNE’s *Facebook* page. Sending messages and sharing information is both easier and more challenging. The goal must be to share information which is exclusive and otherwise unavailable to all audiences in a consistent and captivating way.

### *Lack of control*

The unpredictability which characterizes the current international scene (namely through conflicts, climate crisis, and economic, political, and social instability), leads to a lack of control regarding the results of policymaking and perceptions which may rise from it. There are associated risks that come from digitalization which create serious security issues at an international, domestic, and individual level. Cyber security is a major concern as hacking crisis have become increasingly more relevant. These can have very serious repercussions related to data security and good functioning of indispensable online systems. And, although the internet is a great global research tool, not all information is trustworthy. Diplomats must filter through the existing materials to ensure that what they share is accurate and not the product of *fake news*. In this sense, digital tools can be used both with good and ill intentions. For instance, Public Diplomacy strategies may generate cases of disinformation led by government officials who benefit from the freedom and convenience of DPD. Also, as stated by Friedman (2006), terrorist organizations have mastered their online presence and content, and foreign policy agendas should, in some way, encompass counter efforts against these campaigns. Public diplomacy is an indispensable component in these strategies as it allows to establish a direct contact with foreign audiences, much like the USA attempted after 9/11 with the Iranian public (Huijgh 2016). There has always been an unpredictable factor to all decisions but nowadays, consequences are felt at a larger scale and are a lot more complicated to avert. This is especially true given the continuous scrutiny performed by all actors involved.

### *Unaligned rules and norms*

Traditional rules and norms are often unaligned with what DD requires. As specified by Gilboa (2016), the evolution and implementation of digital diplomatic tools was much slower due to the rigid structures and practices of foreign ministries. For instance, the international context is characterized by constant and rapid evolutions, leading diplomats to constantly strive

to be on top of events. However, traditional rules, mainly surrounding the stiff hierarchical structure of foreign services, contrast with the speed and independence necessary to act on such a dynamic environment. If diplomats in foreign services need to repeatedly wait for a response from superiors at their MFAs, the window of opportunity to act and engage in online conversations under an official stance may close (Gilboa 2016). To remain effective, governments and, consequently, MFAs, must adapt their practices and structures to current necessities and ever-changing rules (Grant 2004). As a result of this rigidity, to maintain an active stance, diplomats are becoming increasingly more independent, as seen by the increase in the number of officials who use social media platforms as their own individual diplomatic tool (look at Chapter II and III for more details on this). Nonetheless, this new independence doesn't come without its drawbacks. As previously mentioned, having an online presence puts diplomats at risk of facing direct backlash to their actions. Foreign Service rules thus need to be updated and adapted to how DPD is conducted today. Again, as put forward by Gilboa (2016), quick and almost instantaneous action is necessary in today's conditions, however, if it remains inadequately regulated, this pace can also prove to be reckless, damaging, and counterproductive. In this sense, as put forward by Hocking et al. (2012), an integrative approach is necessary to combine both traditional and newer practices.

#### *Difficult assessment*

There is a lack of adequate tools capable of assessing the effectiveness of DPD online strategies. Numbers might exist, but what's to say that they are indicative of successful results? In other words, the response which may derive from an employed strategy may be the opposite of what was initially hoped for. For this research, statistical data regarding MNE's *Facebook* profile and Foreign Services' individual pages were collected, and statistical inferences were made. However, there is still a gap in what concerns the existence of tools capable of providing a clear look into the significance and impressions resulting from the content produced. This is

crucial for Public Diplomacy since it revolves around the promotion of a country's brand and the creation of positive relations with its audiences. Consequently, the two last Chapters revolve around language processing tools which can be employed to overcome this limitation. Although it seems impossible to establish causality between a message and any events that follow, it is still possible to look directly at the public and assess its responsiveness (Park, Chung and Park 2019). There have been efforts towards using data-driven approaches to conduct social media network analysis, but research is still in its beginning stages, despite the dimension to which social media has grown.

### **Portugal's Strategy and Recommendations**

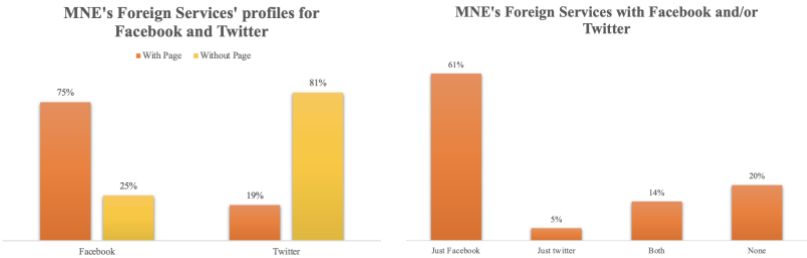
It is certain that an outside perspective does not provide the full picture of how everything is operated internally, what intrinsic limitations exist, and how internal dialogues really go. But an external view may be exactly what is needed to pinpoint what cannot be seen from the inside. Sometimes it takes taking a few steps back to see the whole picture. The goal here is to provide an outsider's outlook on what can be done in MNE and its Services to achieve a more flexible and efficient strategy of Public Diplomacy that profits from the benefits and avoids the risks of DPD. It should be noted that structural adjustments and the definition of strategic and specific goals will be required to ensure that these changes last through government mandates and that continuity is guaranteed. Otherwise, little will be done in the end.

#### *Coordination and active stance*

Most of the following recommendations were formulated based on the experience and conclusions which resulted from the process of this research. The first main point came when the goal was to simply look over all the existing profiles for MNE and its Services, and later when access to more data became necessary. It is quite evident that social media use is not coordinated between all elements. As seen on figures 3 and 4 (see Appendix), which show the use of *Facebook* and *Twitter* by MNE's different Foreign Services, a clear discrepancy can be

pointed out. Whereas for instance more than 70% of listed consulates and embassies have a *Facebook* account, numbers for representative missions are down to 0%. However, for *Twitter*, consulates and embassies are down to 8% and 24% respectively and 33% of permanent missions do have an account. There is a clear absence of common rules when it comes to social media use. Also, since the decentralized nature of procedures were such a complicating factor for the present analysis (by preventing access to data), it's fair to assume that the same can be said for internal assessments. Given the central role of DPD, which has been detailed all throughout this paper, it is hard to believe that the “each one their own” strategy is the most efficient decision-making process. When there is such a discrepancy between all members of Portuguese representation, a coherent Public Diplomacy strategy can hardly be established. If we look at figure 5, it represents the percentage of Portugal’s Foreign Services holding *Twitter* and *Facebook* accounts: while 75% of Services have *Facebook* profiles, only 19% do so on *Twitter*. Once again, a considerable and clear disparity can be pointed out. Also, by looking at the figure 6, the percentage of total foreign services with only a *Facebook* account is much higher (61%) than the ones with only a *Twitter* account (5%). The same can be said for those which have chosen to be present on both social media platforms (14%). Thus, the lack of a coordinated approach to social media use is indisputable and must be regulated in some way to promote a sense of cohesion and facilitate communication across all interested parties.

**Figures 5 and 6:** MNE’S Foreign Services use of *Facebook* and/or *Twitter*



Different digital tools exist and when it comes to Public Diplomacy, they will each serve a different purpose. Whereas *Twitter* will be useful to share shorter statements, messages, engage in conversations and refer to bigger and more elaborate content in other platforms,

*Facebook* offers a more creative and less limited space. There is a great concentration of profiles on *Facebook* alone as opposed to *Twitter*, and although this is still a sign of an existent online presence, the present selection of tools appears to be inadequate. Manor (2019) states that there is a clear division among social media players and audiences and the need to design the right game plan is imperative. It is important to note that although profiles exist, this does not translate into them being active. As seen on figure 7 (see Appendix), 24% of *Twitter* profiles are not active on the platform. Activity here was defined by there being at least one additional *tweet* between April and June of 2022. A note must be made on the fact that, even within the pages considered *active*, some did not provide more than 10 *tweets* in two months. The same analysis could not be performed for *Facebook* due to data availability issues caused by the decentralized context in which MNE operates in respect to social media use. Additionally, a more specific comment must be made regarding the usernames selected for each profile as there is, once again, insufficient planning which complicates searches even further. Without the list provided by MNE, it would have been difficult to consider all existing accounts for this work due to the absence of coordinated usernames, verified accounts, and an easily accessible public list. Ensuring that there are central rules and guidelines will make it easier to build a strong network. If Public Diplomacy revolves around engaging with the public, then officials must ensure that these checkpoints are easy to find and that its centrality is commonly understood among relevant actors.

#### *Adapt to existing trends*

All throughout this paper, new trends and requirements for public diplomatic activity were identified. Diplomats retain their traditional roles but under a different environment which comes with new opportunities and challenges. Theirs roles haven't been completely transformed but instead, the dimension and scope under which they serve has expanded considerably, especially in the context of public diplomacy. There is a need to adapt the more

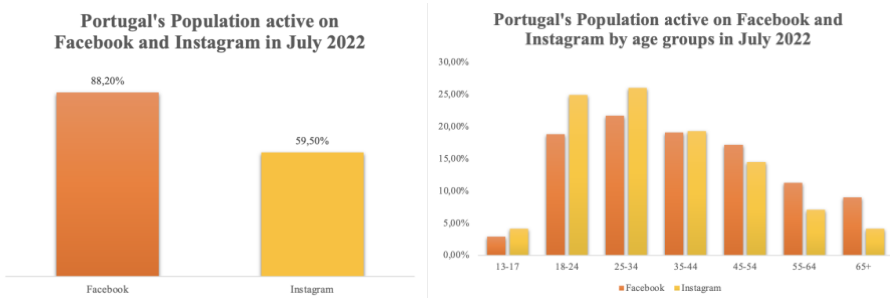
traditional and rigid rules of foreign services to the greater, more dynamic, and flexible context under which diplomats now operate. It makes little to no sense to preserve the same structures of Public Diplomacy prior to the existence of DPD. Diplomats must work under a continuous spotlight and, to avoid mediatic blowbacks, MNE should guarantee that they undergo some form of media training, if it doesn't already. Foreign Service Manuals should go into detail about how diplomats need to operate, not only in traditional settings but also in current ones. Manuals need to be revised and adapted to DD's demands (Gilboa 2016) to ensure that effective and crisis-free activities can be carried out continuously. Diplomats in Public Diplomacy must be trained and guided to master digital tools in order to maintain a stable connection with the public from the start. DPD brought numerous challenges to MFAs, but it also offered new innovative mechanisms that can be used to avoid misguided and harmful initiatives and activities.

#### *Delegated digital team*

Citizen participation improves the perception of democratic values, which benefits a country's image and reputation. '*Governments will need a department to provide policy analysis, officials skilled in negotiation and a means of managing the diplomatic network*' (Hocking, Melissen, et al. 2012). Given that most, if not all, private businesses and corporations seek to have a social media management team, one might wonder why government institutions, as some of the most important actors in the public sphere, do not adopt the same initiatives. Specialized individuals are indispensable to develop and manage a clear strategy for MNE to focus on international affairs through online trends. They can assist in choosing the right tool, which is essential as it is dependent on the main goals and target audiences. The public, despite its dimension, must still be analyzed. In January 2022, Portugal had around 8.6 million active users on social networks, meaning that only about 1.5 million people remained offline (TPN 2022). The first graphical representation below (figure 9) shows the percentage of Portugal's population which

was active on each respective social media platform in July 2022 (within age requirements). In figure 10, as age groups are discriminated, we can see that for older audiences, *Facebook* is the predominant platform. However, for younger generations, *Instagram* takes the lead, despite having an overall lower percentage of users. Strategies must be well thought-out so that these trends are detected. If we consider the demographic characteristics of MNE’s *Facebook* profile detailed in figure 8, individuals below 44 years old encompass 64,2% of the page’s followers (see Appendix). With the figures below, it is possible to assume that the number of individuals between 18 and 24 years old would’ve been higher if we were looking at MNE’s *Instagram* profile. It is important to note that MNE’s *Instagram* account was not considered for this research because when ministry’s officials were contacted, the account had yet to exist and was only created later on. Having a specific team would’ve likely accelerated the process of assuming a place on Instagram as stakeholders, audiences, and trends would’ve been identified and analysed earlier. Assuming that younger generations make up a significant portion of target audiences, adapting content to appeal to them, primarily by making it less formal, will allow for greater engagement. Considering looking into multidisciplinary collaborations, namely with communications specialists, will certainly improve the way these traditional practices evolve, and these trends are explored.

**Figures 9 and 10:** Portugal's population on *Facebook* and *Instagram* in July 2022



Source: NapoleonCat. (2022) (NapoleonCat. Sats s.d.)

*Worldwide content*

‘Globalization – and the communication evolution which has both driven it and been encompassed by it – has meant the world is smaller’ (Mccarthy 2016). In this sense, the

interconnectivity between both domestic and foreign publics calls for content to be adapted to both sides and for stronger coordination between all government agencies. The same publication should be provided in both the national language, Portuguese in this case, and English (as it represents the world language). The goal is to offer information which otherwise isn't available, but to do so in a way that corresponds to the different audiences. The best way to do so is to make both the domestic and foreign messages available to both sides. Sending one message in a native language and another in English can very easily be exposed which, in turn, would be prejudicial to the country's reputation (Gilboa 2016). Once again, this falls in line with the second point above as there is a need to increase regulation and provide guidelines to achieve the most effective strategy and overcome any existing challenges and limitations. If the goal is to promote Portugal's brand across the world, then it should be done in a way that makes it possible to reach individuals at all levels. As research was being conducted, it was apparent that the great majority of shared and posted content across Foreign Services, MNE and the IDI's pages was only in Portuguese. Content is mainly directed at national citizens but if the goal of Public Diplomacy is to reach beyond domestic borders, then English material should be equally explored. If we consider Foreign Ministries' *Instagram* accounts from other countries, their username is in English and their publications are mainly in English as well, with some not even including the official language (for instance, the Republic of the Maldives, Singapore, Estonia, Belgium, among others). From an outsider's perspective, balance would be preferred since both nationals and foreigners may reach out to these sources. In the end, Public Diplomacy objectives would benefit from more varied and dynamic content and deeper involvement of all necessary agencies.

#### *Call for research*

As previously highlighted, there is still a gap in research and methodology when it comes to impact assessment of DPD practices. Statistical numbers alone hardly provide a clear picture

of how engagement is really going. Surely, the number of visits, comments, shares, likes and followers is indicative of the attention individuals are paying, but it provides no details about the nature of this engagement: are posts receiving the intended feedback? Are Public Diplomacy objectives being met? It is a good starting point, but further research is still necessary to establish common evaluation criteria and to introduce the necessary tools. The two final Chapters of this work are an attempt to do exactly that and introduce tools which can be further explored in the future of internal assessments and research. MNE should call for further studies to be made (in the same lines as this research and analysis project) so that the most effective utilizations of DPD can be identified, and best practices incorporated. Such a dynamic environment calls for a proactive and hands-on approach where constant monitoring and adjustments are made. While investing in a more holistic approach will allow diplomats and officials to better combine the past and present of diplomatic practices (Huijgh 2016), a continuous investment in research is necessary to follow new trends and identify any existing engagement opportunities. In this sense, MNE will need to rethink part of its structure to fit into these changing patterns and contemporary developments. Certainly, new demands will result in increased expenditures, but Public Diplomacy's new central role requires such adjustments and, for them to be achieved, its importance must be widely recognized by policymakers and all governmental bodies.

### **Final Remarks**

*'Public diplomacy is an important tool in the arsenal of smart power, but smart public diplomacy requires an understanding of the roles of credibility, self-criticism, and civil society in generating soft power'* (Nye Jr 2008). This paper examines the importance of Public Diplomacy and consequently its most recent digital tool: Digital Diplomacy. In a context of globalization and a highly interconnected world, the opportunities for greater engagement from official and non-official actors in a domestic, and international context have never been greater.

Along with requiring high levels of investments towards developing clear strategies, DPD pushes States to adapt their traditional practices to these new trends. This is undoubtedly significant in the case of Portugal, where, in part due to more rigid traditions and strong cultural convictions, the country has stagnated behind on these digital trends when compared to other more innovative countries, such as the USA. To prevail in this new context and make the most out of the existing opportunities, Portugal's diplomatic bodies and government must allow for a more flexible approach to managing relations and communications. To reflect the dynamic and more demanding environment in which Public Diplomacy is now conducted, new structural changes are required. In order to define the most effective online strategies, multidisciplinary collaborations will be expected to combine all necessary efforts toward social media management and engagement. Furthermore, establishing common ground and rules will support more centralized procedures and, as a result, greater control from MNE over all of its Foreign Services online presence. At the moment, proper internal and external assessments are difficult to conduct because access to data is limited due to the existing disorganization and inadequate coordination.

The primary objective of this research was to provide a general overview of the importance of public diplomacy and of how much the benefits outweigh the risks because, in the end, most challenges can be overcome or avoided entirely through stronger regulation and monitoring. Given that new global networks require new approaches to traditional roles and functions, a holistic approach is needed to combine diplomats' most traditional skills, such as languages, with newer advancements, such as media networks, which entail specific expertise in social media planning and retention. Finally, in order for MNE to develop thorough Public Diplomacy strategies, the Ministry must accept the central role that it plays as a form of soft power.

## **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

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

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

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 centralised 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 "Ámbaixadores Embaixadas", 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 institutional 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 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 Nº of staff attending the workshop directed to MNE's centralised social media accounts, by gender	MNE		2022-2026	
			1.2.2 Create regular workshops for Ambassadors and other Diplomats for raising their personal accounts and their post centralised page (in ex. the Ambassadors at the Permanent Mission of Portugal in NY - Ana Paula Zacarias and the Official @Portugal_UN)	Nº regular workshops for Ambassadors Nº Ambassadors attending the workshops, by gender Nº regular workshops for Diplomats Nº of Diplomats attending, by gender	MNE		2022-2026	
	1.2.3 Promote the education and projection of specialists		Nº social media experts formed Nº of marketing specialists 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 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	MNE		2022-2026
					Nº and amount of data retrieved at the Institutional level			

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 their 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

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 practice 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

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> <i>Social media public engagement for negotiations and resolutions sponsored by Portugal</i>	MNE	INE	2022-2026
			<i>N° of blue/purple on posts regarding any negotiations and/or resolutions sponsored by Portugal</i>	MNE	INE	
			<i>N° of hours of content related with Portugal's activity at the EU, NATO and UN bodies</i>			
	3.2. Regularly define which topics should be discussed/publicized/promoted online by diplomats to help promote national events, and national achievements	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 Guideline Reports produced at a National Level</i>	MPMA		2022-2030
		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
		3.2.2. Ensure that content is coordinated and duplicated from Portuguese to English	<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		2022-2036
	3.3. Promote the creation of centralized tools of digital public-diplomacy that provide insights on what is relevant to promote online	3.2.2. Ensure that content is coordinated and duplicated from Portuguese to English	<i>N° of posts in other languages</i>	MNE		2022-2036
		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
		3.3.2. Create a digital manual with the main topics/guidelines about how the diplomats should perform these posts	<i>N° topics being replicated by diplomats from the IDI's website</i>	MNE	IDI	2022-2026
			<i>N° of diplomats that adopt the digital guidelines described in the manual</i> <i>N° of times diplomats open the digital manual</i>	MNE	IDI	2022-2026
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
		4.2.1. 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
	4.2. Ensure coordination between all Foreign Services social media use	4.2.2. Define rules for the usernames used so that searches can be simplified	<i>N° of times content is posted in line with the guidelines - frequency in time</i>	MNE		2022-2026
			<i>N° of times diplomats open the digital manual</i>	MNE		2022-2026

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

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		
			Nº of followers in existing accounts	MNE		
		5.1.3. Introduce, within the IT department, a specialized team to monitor the activity and accounts of diplomats' professional accounts	Nº of posts in existing accounts Data monitoring of posted content to ensure it follows the given guidelines and digital strategy	MNE		
			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		
			Nº of supporters towards the proposed strategies and plans Nº and level of participation in these debates	MNE		
			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 or amount of funds raised		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		
		6.1.3. Promote internal informational campaigns on the benefits and risks of the use of AI within the domain of Digital Public Diplomacy	Nº of Diplomats/staff members aware of the benefits and risks associated with the use of Artificial Intelligence	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	Nº regular workshops/seminars conducted Nº of workshops/seminars attended by Diplomats/staff members	MNE		
		6.2.2. Create regular social media posts including educational campaigns promoting the effective use of AI in Digital Public Diplomacy	Nº of social media posts posted monthly on the official accounts of Ministry of Foreign Affairs	MNE		
			The rate of positive engagement with the educational social media posts Nº social media posts related to initiatives conducted by MNE	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	Nº of monthly evaluation reports conducted by the staff	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	The rate of investing in initiatives that have previously shown positive public feedback	Third Party		
		7.1.3. Create a system based on investing in initiatives that have shown positive feedback from the public				
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. Explore the risks, sustainability of AI technological innovations and ethical matters	8.2.1. 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	IDI	2022-2026
		8.2.2. Facilitate innovation workshops on a regular basis	Nº innovation workshops facilitated per year	MNE		
	8.3. Keep experimenting and innovating to explore the potential of AI and other methods of data analysis	8.3.1. Systematically collect and process relevant data	Setup a data strategy	MNE		2022-2026
		8.3.2. Keep up with the technological developments	Nº attendance at relevant conferences	MNE		2022-2026

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

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 automated 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

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

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.

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.

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.

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# APPENDIX

## Appendix: General Introduction

**Table 1:** Traditional and new Public Diplomacy

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

Source: Huijgh (2016:439)

## Appendix: Advantages And Disadvantages Of Diplomacy Under The Context Of Global Digitalization

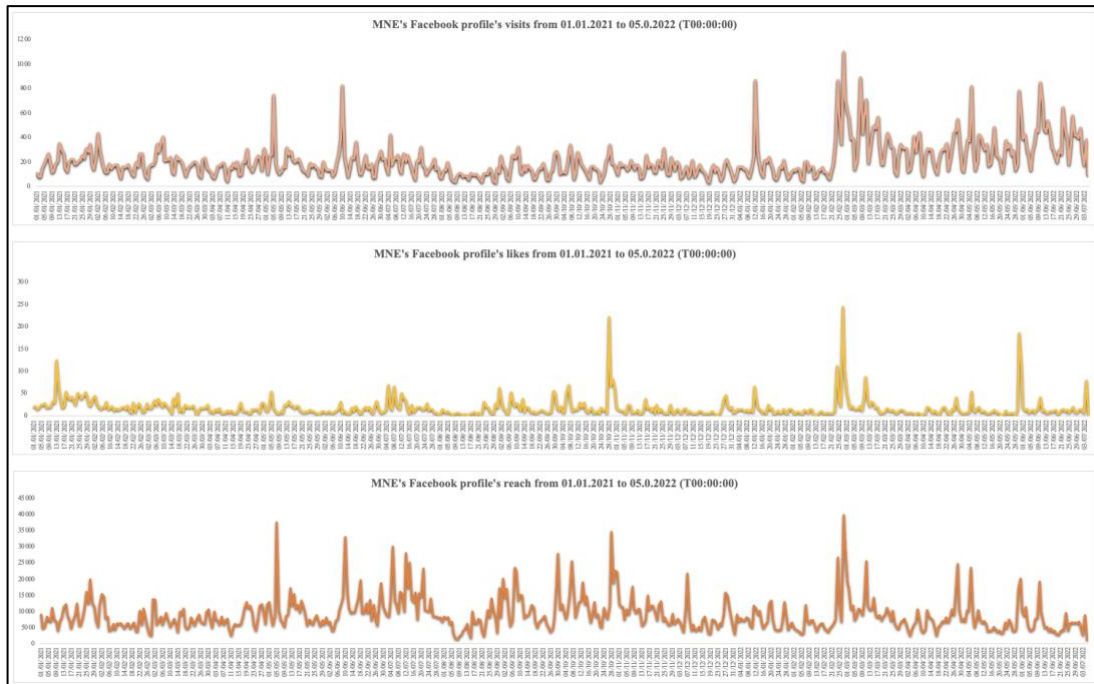
Table 1: Lists of MNE's Foreign Services

Name	Name	Name	Name
<b>Consulates</b>	Consulado-Geral de Portugal em Zurique	Embaixada de Portugal em Harare	Embaixada de Portugal em Tóquio
Consulado-Geral de Portugal em Salvador da Baía	Consulado-Geral de Portugal na Beira	Embaixada de Portugal em Havana	Embaixada de Portugal em Tunísia
Consulado-Geral de Portugal em Barcelona	Consulado-Geral de Portugal na Cidade do Cabo	Embaixada de Portugal em Helsínquia	Embaixada de Portugal em Varsóvia
Consulado-Geral de Portugal em Belo Horizonte	Consulado-Geral de Portugal no Luxemburgo	Embaixada de Portugal em Islamabad	Embaixada de Portugal em Viena
Consulado-Geral de Portugal em Benguela	Consulado-Geral de Portugal no Rio de Janeiro	Embaixada de Portugal em Jacarta	Embaixada de Portugal em Washington
Consulado-Geral de Portugal em Bordéus	<b>Delegations</b>	Embaixada de Portugal em Kiev	Embaixada de Portugal em Windhoek
Consulado-Geral de Portugal em Boston	Delegação Permanente de Portugal junto da OCDE	Embaixada de Portugal em Kinshasa	Embaixada de Portugal em Zagreb
Consulado-Geral de Portugal em Cantão	Delegação Portuguesa junto da NATO	Embaixada de Portugal em Lima	Embaixada de Portugal na Cidade do México
Consulado-Geral de Portugal em Caracas	<b>Embassies</b>	Embaixada de Portugal em Londres	Embaixada de Portugal na Santa Sé
Consulado-Geral de Portugal em Düsseldorf	Embaixada de Portugal em Abu Dhabi	Embaixada de Portugal em Luanda	Embaixada de Portugal no Cairo
Consulado-Geral de Portugal em Estrasburgo	Embaixada de Portugal em Abuja	Embaixada de Portugal em Madrid	Embaixada de Portugal no Luxemburgo
Consulado-Geral de Portugal em Estugarda	Embaixada de Portugal em Adis Abeba	Embaixada de Portugal em Malabo	Embaixada de Portugal no Panamá
Consulado-Geral de Portugal em Genebra	Embaixada de Portugal em Ancara	Embaixada de Portugal em Maputo	<b>Representative Office</b>
Consulado-Geral de Portugal em Goa	Embaixada de Portugal em Argel	Embaixada de Portugal em Montevideu	Escritório de Representação em Ramallah
Consulado-Geral de Portugal em Hamburgo	Embaixada de Portugal em Atenas	Embaixada de Portugal em Moscovo	<b>Permanent Missions</b>
Consulado-Geral de Portugal em Joanesburgo	Embaixada de Portugal em Banguecoque	Embaixada de Portugal em Nairóbi	Missão Permanente de Portugal junto da UNESCO
Consulado-Geral de Portugal em Londres	Embaixada de Portugal em Belgrado	Embaixada de Portugal em Nicósia	Missão Permanente junto das Nações Unidas em Genebra
Consulado-Geral de Portugal em Luanda	Embaixada de Portugal em Berlim	Embaixada de Portugal em Nova Deli	Missão Permanente junto das Nações Unidas em Nova Iorque
Consulado-Geral de Portugal em Lyon	Embaixada de Portugal em Berna	Embaixada de Portugal em Nursultán	<b>Permanent Representations</b>
Consulado-Geral de Portugal em Macau e Hong Kong	Embaixada de Portugal em Bissau	Embaixada de Portugal em Oslo	Representação Permanente junto da CPLP
Consulado-Geral de Portugal em Manchester	Embaixada de Portugal em Bogotá	Embaixada de Portugal em Ottawa	Representação Permanente junto da OSCE
Consulado-Geral de Portugal em Maputo	Embaixada de Portugal em Brasília	Embaixada de Portugal em Paris	Representação Permanente junto do Conselho da Europa
Consulado-Geral de Portugal em Marselha	Embaixada de Portugal em Bratislava	Embaixada de Portugal em Pequim	Representação Portuguesa junto da UE
Consulado-Geral de Portugal em Montreal	Embaixada de Portugal em Bruxelas	Embaixada de Portugal em Praga	<b>Vice-Consulates</b>
Consulado-Geral de Portugal em New Bedford	Embaixada de Portugal em Bucareste	Embaixada de Portugal em Praia	Vice-Consulado de Portugal em Belém
Consulado-Geral de Portugal em Newark	Embaixada de Portugal em Budapeste	Embaixada de Portugal em Pretória	Vice-Consulado de Portugal em Curitiba
Consulado-Geral de Portugal em Nova Iorque	Embaixada de Portugal em Buenos Aires	Embaixada de Portugal em Rabat	Vice-Consulado de Portugal em Fortaleza
Consulado-Geral de Portugal em Paris	Embaixada de Portugal em Camberra	Embaixada de Portugal em Riade	Vice-Consulado de Portugal em Porto Alegre
Consulado-Geral de Portugal em São Francisco	Embaixada de Portugal em Caracas	Embaixada de Portugal em Roma	Vice-Consulado de Portugal em Providence
Consulado-Geral de Portugal em São Paulo	Embaixada de Portugal em Copenhaga	Embaixada de Portugal em Santiago do Chile	Vice-Consulado de Portugal em Toulouse
Consulado-Geral de Portugal em Sevilha	Embaixada de Portugal em Dakar	Embaixada de Portugal em São Tomé e Príncipe	Vice-Consulado de Portugal em Vigo
Consulado-Geral de Portugal em Sidney	Embaixada de Portugal em Dili	Embaixada de Portugal em Seul	Vice-Consulado de Portugal no Recife
Consulado-Geral de Portugal em Toronto	Embaixada de Portugal em Doha	Embaixada de Portugal em Singapura	
Consulado-Geral de Portugal em Valência	Embaixada de Portugal em Dublin	Embaixada de Portugal em Sófia	
Consulado-Geral de Portugal em Vancouver	Embaixada de Portugal em Estocolmo	Embaixada de Portugal em Teerão	
Consulado-Geral de Portugal em Xangai	Embaixada de Portugal em Haia	Embaixada de Portugal em Telavive	

Geographic Area	Geographic Area	Geographic Area
<b>Europe</b>	<b>Asia/Oceania</b>	<b>North America</b>
Consulado-Geral de Portugal em Barcelona	Consulado-Geral de Portugal em Cantão	Consulado-Geral de Portugal em Boston
Consulado-Geral de Portugal em Bordéus	Consulado-Geral de Portugal em Goa	Consulado-Geral de Portugal em Montreal
Consulado-Geral de Portugal em Düsseldorf	Consulado-Geral de Portugal em Luanda	Consulado-Geral de Portugal em New Bedford
Consulado-Geral de Portugal em Estrasburgo	Consulado-Geral de Portugal em Macau e Hong Kong	Consulado-Geral de Portugal em Newark
Consulado-Geral de Portugal em Estugarda	Consulado-Geral de Portugal em Sidney	Consulado-Geral de Portugal em Nova Iorque
Consulado-Geral de Portugal em Genebra	Consulado-Geral de Portugal em Xangai	Consulado-Geral de Portugal em São Francisco
Consulado-Geral de Portugal em Hamburgo	Embaixada de Portugal em Abu Dhabi	Consulado-Geral de Portugal em Toronto
Consulado-Geral de Portugal em Londres	Embaixada de Portugal em Banguecoque	Consulado-Geral de Portugal em Vancouver
Consulado-Geral de Portugal em Lyon	Embaixada de Portugal em Camberra	Embaixada de Portugal em Ottawa
Consulado-Geral de Portugal em Manchester	Embaixada de Portugal em Doha	Embaixada de Portugal em Washington
Consulado-Geral de Portugal em Marselha	Embaixada de Portugal em Islamabad	Missão Permanente junto das Nações Unidas em Nova Iorque
Consulado-Geral de Portugal em Paris	Embaixada de Portugal em Jacarta	Vice-Consulado de Portugal em Providence
Consulado-Geral de Portugal em Sevilha	Embaixada de Portugal em Nicósia	<b>South America</b>
Consulado-Geral de Portugal em Valência	Embaixada de Portugal em Nova Deli	Consulado Geral de Portugal em Salvador da Baía
Consulado-Geral de Portugal em Zurique	Embaixada de Portugal em Nursultan	Consulado-Geral de Portugal em Belo Horizonte
Consulado-Geral de Portugal no Luxemburgo	Embaixada de Portugal em Pequim	Consulado-Geral de Portugal em Caracas
Delegação Permanente de Portugal junto da OCDE	Embaixada de Portugal em Riade	Consulado-Geral de Portugal em São Paulo
Delegação Portuguesa junto da NATO	Embaixada de Portugal em Seul	Consulado-Geral de Portugal no Rio de Janeiro
Embaixada de Portugal em Atenas	Embaixada de Portugal em Singapura	Embaixada de Portugal em Bogotá
Embaixada de Portugal em Belgrado	Embaixada de Portugal em Teerão	Embaixada de Portugal em Brasília
Embaixada de Portugal em Berlim	Embaixada de Portugal em Telavive	Embaixada de Portugal em Buenos Aires
Embaixada de Portugal em Berna	Embaixada de Portugal em Tóquio	Embaixada de Portugal em Caracas
Embaixada de Portugal em Bratislava	Escritório de Representação em Ramallah	Embaixada de Portugal em Havana
Embaixada de Portugal em Bruxelas	<b>África</b>	Embaixada de Portugal em Lima
Embaixada de Portugal em Bucareste	Consulado-Geral de Portugal em Benguela	Embaixada de Portugal em Montevidéu
Embaixada de Portugal em Budapeste	Consulado-Geral de Portugal em Joanesburgo	Embaixada de Portugal em Santiago do Chile
Embaixada de Portugal em Copenhaga	Consulado-Geral de Portugal em Maputo	Embaixada de Portugal na Cidade do México
Embaixada de Portugal em Dublin	Consulado-Geral de Portugal na Beira	Embaixada de Portugal no Panamá
Embaixada de Portugal em Estocolmo	Consulado-Geral de Portugal na Cidade do Cabo	Vice-Consulado de Portugal em Belém
Embaixada de Portugal em Haia	Embaixada de Portugal em Abuja	Vice-Consulado de Portugal em Curitiba
Embaixada de Portugal em Helsínquia	Embaixada de Portugal em Adis Abeba	Vice-Consulado de Portugal em Fortaleza
Embaixada de Portugal em Kiev	Embaixada de Portugal em Ancara	Vice-Consulado de Portugal em Porto Alegre
Embaixada de Portugal em Londres	Embaixada de Portugal em Argel	Vice-Consulado de Portugal no Recife
Embaixada de Portugal em Madrid	Embaixada de Portugal em Bissau	
Embaixada de Portugal em Moscovo	Embaixada de Portugal em Dakar	
Embaixada de Portugal em Oslo	Embaixada de Portugal em Díli	
Embaixada de Portugal em Paris	Embaixada de Portugal em Harare	
Embaixada de Portugal em Praga	Embaixada de Portugal em Kinshasa	
Embaixada de Portugal em Roma	Embaixada de Portugal em Luanda	
Embaixada de Portugal em Sófia	Embaixada de Portugal em Malabo	
Embaixada de Portugal em Varsóvia	Embaixada de Portugal em Maputo	
Embaixada de Portugal em Viena	Embaixada de Portugal em Nairobi	
Embaixada de Portugal em Zagreb	Embaixada de Portugal em Praia	
Embaixada de Portugal na Santa Sé	Embaixada de Portugal em Pretória	
Embaixada de Portugal no Luxemburgo	Embaixada de Portugal em Rabat	
Missão Permanente de Portugal junto da UNESCO	Embaixada de Portugal em São Tomé e Príncipe	
Missão Permanente junto das Nações Unidas em Genebra	Embaixada de Portugal em Tunis	
Representação Permanente junto da CPLP	Embaixada de Portugal em Windhoek	
Representação Permanente junto da OSCE	Embaixada de Portugal no Cairo	
<b>Representação Permanente junto do Conselho da Europa</b>		
Representação Portuguesa junto da UE		
Vice-Consulado de Portugal em Toulouse		
Vice-Consulado de Portugal em Vigo		

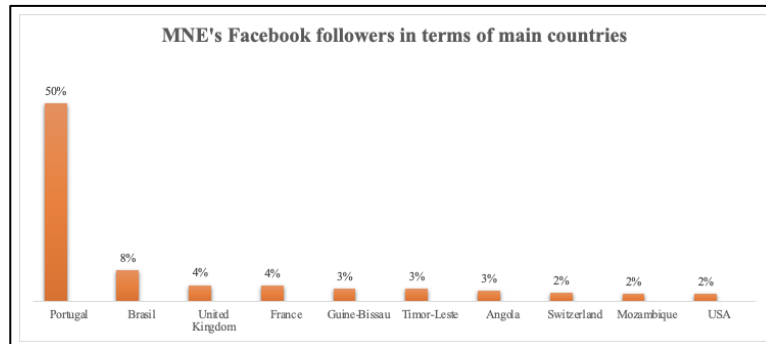
Source: Ministério dos Negócios Estrangeiros (2022)

**Figure 1:** Portuguese Ministry of Foreign Affairs' Facebook Profile analytics



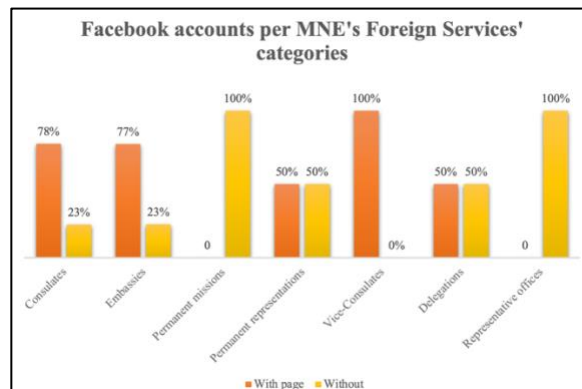
Source: Analysis by the author of data made available by MNE (2022)

**Figure 2:** Portuguese Ministry of Foreign Affairs' Facebook followers by main countries



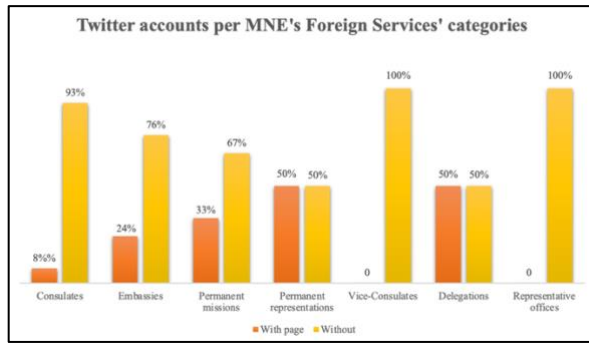
Source: Source: Analysis by the author of data made available by MNE (2022)

**Figure 3:** Use of Facebook within MNE's Foreign Services



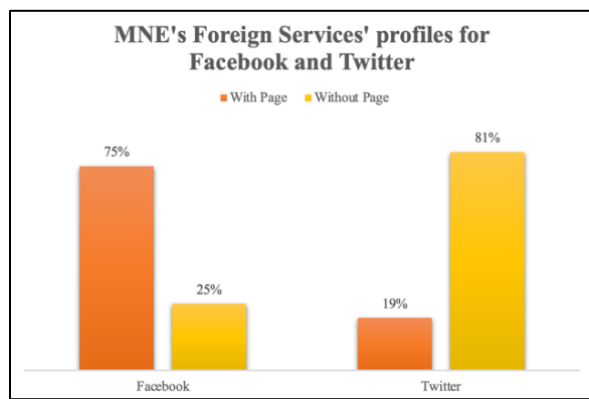
Source: Source: Analysis by the author of data made available by MNE (2022)

**Figure 4:** Use of Twitter within MNE’s Foreign Services



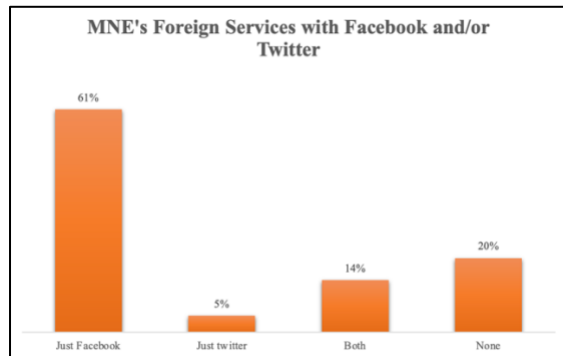
Source: Analysis by the author of data made available by MNE (2022)

**Figure 5:** MNE’S Foreign Services use of Facebook and/or Twitter



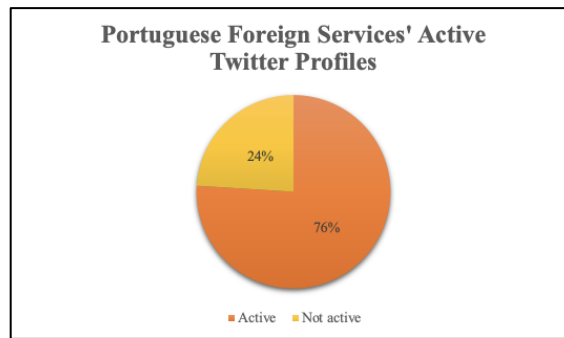
Source: Source: Analysis by the author of data made available by MNE (2022)

**Figure 6:** MNE’S Foreign Services use of Facebook and/or Twitter



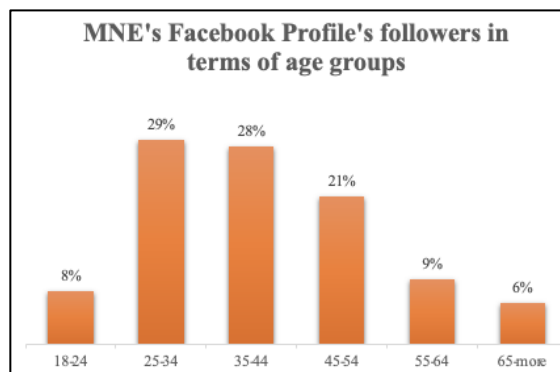
Source: Source: Analysis by the author of data made available by MNE (2022)

**Figure 7:** MNE'S Foreign Services active Twitter accounts



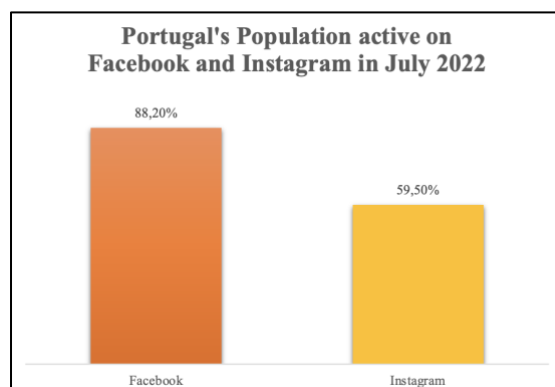
Source: Source: Analysis by the author of data made available by MNE (2022)

**Figure 8:** MNE'S Facebook followers by age groups



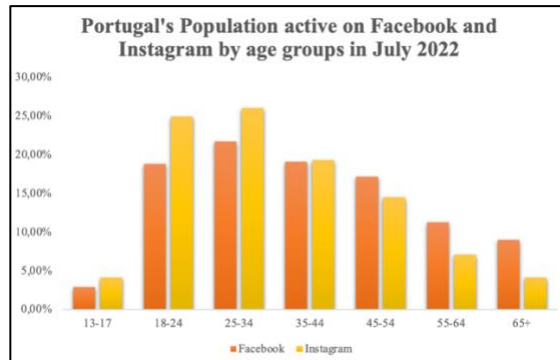
Source: Source: Analysis by the author of data made available by MNE (2022)

**Figure 9:** Portugal's population on Facebook and Instagram



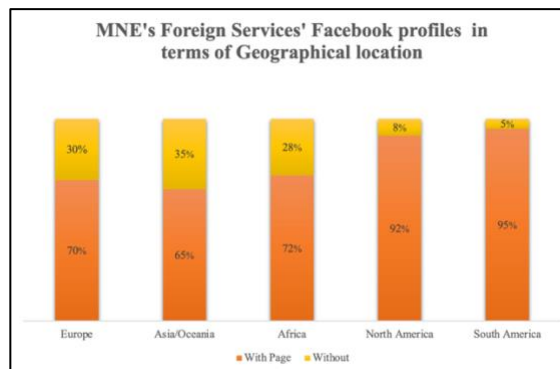
Source: NapoleonCat. (2022)

**Figure 10:** Portugal's population on Facebook and Instagram



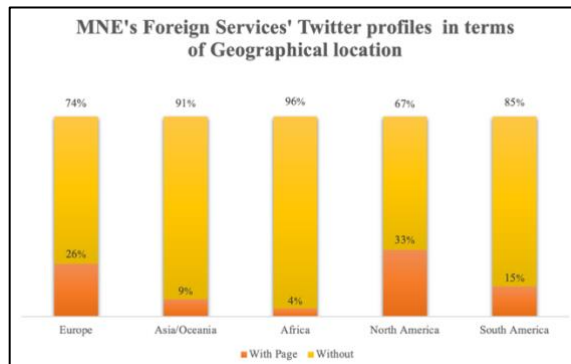
Source: NapoleonCat. (2022)

**Figure 11:** Use of Facebook within MNE's Foreign Services by locations



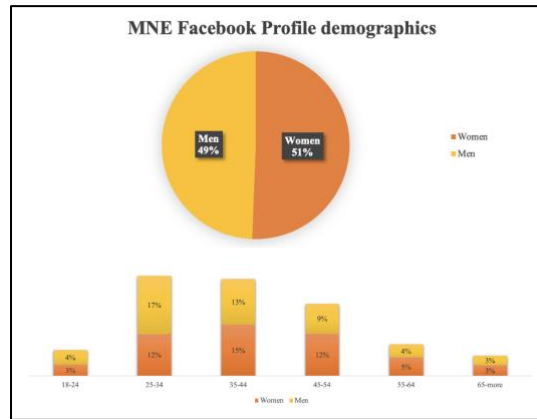
Source: Source: Analysis by the author of data made available by MNE (2022)

**Figure 12:** Use of Twitter within MNE's Foreign Services by locations



Source: Source: Analysis by the author of data made available by MNE (2022)

**Figure 13:** MNE's Facebook account demographic analysis



Source: Source: Analysis by the author of data made available by MNE (2022)

# Appendix: Final Conclusion and Recommendations

**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 digital diplomacy and the adjustments that must be made and identify the best practices to incorporate	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/events 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 new centralized strategy and periodic review of the public diplomacy goal	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 high posts internally (Director, Sub-Director, Heads of Directorates-General/ Heads of Division at MNE) 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, for running the minister's and the secretary of state's personal institutional page and MNE's centralized page	Nº of regular workshops for the Minister Cabinet Nº of staff of the Minister Cabinet attending the workshops, by gender Nº of workshops for the Secretaries of State's Cabinets Nº of Staff of the Secretaries of State's Cabinets attending the workshops, by gender	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 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 Nº of Diplomatic attending, by gender	MNE	2022-2026
		1.2.3. Promote the education and projection of specialists	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 performed - 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 at 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 and type of guidelines introduced and enforced Nº of same proposal messages in different digital platforms
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 Compensate whenever is following the rules and punish whenever is not following them			Third Party 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	
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 unison voice  3.2. Regularly define which topics should be discussed/published/promoted online by diplomats to help promote national events, and national achievements  3.3. Promote the creation of centralized tools of digital public diplomacy that provide insights on what is relevant to promote online  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  4.2. Ensure coordination between all Foreign Services social media use	3.1.1. Spread information to be communicated online of any negotiations and/or resolutions sponsored by Portugal at the international level	Nº of negotiations and/or resolutions being sponsored by Portugal promoted by diplomats in Social Media  Social media public engagement for negotiations and resolutions sponsored by Portugal  Nº of likes/retweets on posts regarding any negotiations and/or resolutions sponsored by Portugal  Nº of shares of content related with Portugal's activity at the EU, NATO and UN bodies	MNE	INE	2022-2026
		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	Nº of Guideline Reports produced at a National Level	MNE	INE	2022-2030
		3.2.1. Define the topics that should be published, in what shape and for how long (for eg. Web Summit, UN Ocean Conference)	Nº topics (conferences, strategies, projects) being published and promoted by diplomats in Social Media  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	MNE		2022-2032
		3.2.2. Ensure that content is coordinated and duplicated from Portuguese to English	Nº of posts in other languages	MNE		2022-2026
		3.3.1. Produce studies and update DE's website regularly to be consulted by diplomats	Nº of Website visits to DE	MNE	DI	2022-2026
		3.3.2. Create a digital manual with the main topics/guidelines about how the diplomats should perform their posts	Nº topics being replicated by diplomats from the DE's website  Nº of diplomats that adopt the digital guidelines described on the manual  Nº of times diplomats open the digital manual	MNE	DI	2022-2026
		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	Nº of Guideline Reports produced at a local level	MNE		2022-2032
		4.2.1. Create guidelines for all services to follow to ensure a continuous online activity	Nº of cohesive posts across all platforms	MNE	DI	2022-2026
		4.2.2. Define rules for the usernames used so that searches can be simplified	Nº of times content is posted in line with the guidelines - frequency in time  Nº accounts which follow the username guide  Nº of Marketing specialists employed  Nº of customized posts (per week, month or year)	MNE		2022-2026
		5.1.1. Introduce a Marketing team responsible of identifying stakeholders and define the target audience to produce specific content	Nº of followers in each social network  Nº of visits, likes, new followers, and all data available in the analytics for each platform and account  Nº of social media platform users  Nº of IT specialists employed  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  Nº of posts in existing accounts	MNE		2022-2030
5. New internal structures to include specialized teams for Digital Diplomacy affairs	5.1. Create specialized teams and departments for Digital Diplomacy  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  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	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 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  Nº of supporters towards the proposed strategies and plans  Nº and level of participation in these debates	MNE		2022-2030
		5.1.3. Introduce, within the IT department, a specialized team to monitor the activity and accounts of diplomats' professional accounts	Nº of posts in existing accounts	MNE		2022-2030
		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 posts in existing accounts	MNE		2022-2030
		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	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  Nº of supporters towards the proposed strategies and plans  Nº and level of participation in these debates	MNE		2022-2030
	5.2.2. Advocate for rise in funding to dedicate towards developing and implementing Public Diplomacy strategies	Nº or amount of funds raised	MNE		2022-2030	

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 powerful 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
				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
8. Have a unifying strategy on the use of AI as a powerful tool for conducting time consuming evaluation tasks within the Ministry	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 8.1.2. Make a yearly plan discussing the potential future contributions of AI 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	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	INE	2022-2025
				MNE		2022-2025
				MNE		2022-2025
				MNE		2022-2025
				MNE		2022-2025
				MNE		2022-2025
				MNE		2022-2025
				MNE		2022-2025
				MNE		2022-2025
				MNE		2022-2025