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DIGITAL PUBLIC DIPLOMACY AT THE
PORTUGUESE MINISTRY OF FOREIGN AFFAIRS

**DIPLOMATS' BEHAVIOR ON SOCIAL PLATFORMS – CROSS
COUNTRY COMPARISON BETWEEN PORTUGUESE, BRITISH AND
IRISH DIPLOMATS – THE CASE OF TWITTER**

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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.

Carolina de Sá Mota

With technological advances, the government and national organizations are concerned about the need to constantly adapt. Digital diplomacy is evolving quickly across all continents, so it is critical for a country like Portugal to be able to adapt its digital methods for international promotion. One of the most difficult challenges for diplomats is developing a message that is clear and in line with the goals of the government being represented. This section delves into the official Twitter pages of thirty different diplomats, and a comparison between Portugal, Ireland, and the United Kingdom is made using a quantitative and qualitative analysis of tweets.

Keywords: Public Diplomacy, Social Network, *Twitter*, *Twiplomacy*, Diplomat, Foreign Policy

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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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

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

Source: Huijgh (2016:439)

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

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

Digital Public Diplomacy: The Portuguese Scenario

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

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

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

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

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

Furthermore, the authors Bruno Reis and Carlos Gaspar (2012) blame the 2011 economic crisis for the changes in the international sphere that eventually shaped the Portuguese Foreign Policy (PFP) into what it is today. The challenges, adversities and uncertainties lived at the time transposed, not only the forms of production of information, but also the need of a common strategy to foster better conditions of the external image of the country (Gaspar 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.

“In effect, none of the most important countries which must build a new world order have had any experience with the multistate system that is emerging. Never before has a new world order had to be assembled from so many different perceptions, or on so global a scale.”

Henry Kissinger, *Diplomacy*, 1994

MAIN CHAPTER

Introduction

An overview of Digital Diplomacy in Portugal, Ireland, and the United Kingdom

With the constant emergence of new technologies, it has become imperative that all governments and representatives adapt their methods to digital tools. Nevertheless, not all national authorities have adapted accordingly, and many countries still have outdated and undeveloped processes and methods. The internet, as well as new technologies, are irrevocably linked to the process of global political transformation. As a result, new technologies influence what States do and how they do it, as well as how they relate to one another and who is involved in that relationship.

The internet also allows dispersed communities to become actors in national and international politics, and in response to these changes, countries such as the UK have developed citizen engagement campaigns. In 2007, the Foreign Secretary invited citizens to contribute to the updating of the British foreign policy strategy, allowing the British public to become more involved in political life (Westcott 2008). Furthermore, the UK Foreign and Commonwealth Office (UK FCO) was one of the first countries to establish a Digital Diplomacy (DD) office, specialized in developing a variety of *ediplomacy* activities and is dedicated to public officials' presence in the digital world (O. S. Adesina 2017).

According to the official Irish portal, the first National Digital Strategy was launched in 2013 to promote Ireland's digital engagement. This strategy includes several practices that show how Irish representatives can benefit from a digitally engaged society. This policy has produced

positive outcomes, and in 2018, a new strategy was incorporated in which members of the public were consulted to develop new proposals¹.

The Portuguese Agency for Investment and Foreign Trade (AICEP) presents data about Portugal in the strategic plan for the Portugal brand in 2022: it is the 14th best country to invest in and the 24th with the best reputation². Portugal has been investing in innovation through infrastructure, human capital, and technological development. Even so, the EU Digital Economy and Society Index 2020 reveals that Portugal continues to lag behind other EU member countries in terms of internet service use. According to the information on the official page of the Portuguese Ministry of Business, the Diplomatic Portal website is the primary aggregate tool of Digital Public Diplomacy (DPD). Nonetheless, initiatives aimed at promoting the country on a global scale, such as those seen in the other two countries under consideration, have not yet been endorsed. To that end, the following study was carried out in order to analyze and make recommendations about our national diplomats' online behavior for the Portuguese government to adopt in the short and long term.

Literature Findings

According to British diplomat Robert Cooper, Public Diplomacy, with DD as a central focus, has become increasingly relevant in a world where traditional diplomacy practices are perceived to be less effective and thus in decline. In general, diplomacy could always adapt to different contexts and countries, serving as a tool for communication and interaction between different states.

The pandemic of the last two years has allowed many regimes to adapt their diplomatic strategies. China, for instance, is new to using *Twitter* as a diplomatic platform, having only

¹ Ezez. 2022. "Digital Inclusion". Gov.ie. <https://www.gov.ie/en/policy-information/cecd1c-digital-engagement/#digital-strategy>.

² Portugalglobal. 2017. Novo Programa Internacionalizar. [online] AICEP Portugal Global. <https://portugalglobal.pt/PT/RevistaPortugalglobal/2017/Documents/Portugalglobal_n104.pdf>

joined in 2018 (Alden and Chan 2021). According to data from the LSE - London School of Economics analysis, "there has been a relative increase in *Twitter* activity on official Chinese accounts since the COVID-19 pandemic broke out.". As such, the COVID-19 pandemic, in addition to the emergence of new technologies as allies in the development of diplomacy, as well as its adaptability, have been highlighted in recent years.

Public Diplomacy officials aim to engage with the public, using communication tools to make known and promote a state's foreign policy goals (Cooper, Heine and Thakur 2013). As a result, it is fair to suggest that public diplomacy is the collection of diplomatic interactions with citizens aimed at influencing public opinion and bridging the gap between the government and the public audience.

As States and international broadcasting have increased their use of social media to project their influence and reach accessing to the public, DD has become a prominent venue for the performance of international diplomacy (Wright 2019). In this sense, diplomatic systems are increasingly relying on social media to foster public diplomacy, demonstrating transparency and efficiency above and beyond expectations, and improving interactions between government "questions" and "answers" and citizens.

Digital Diplomacy has altered how governments and international organizations share and manage messages, disseminate information via social media, and engage directly with citizens (Manor e Crilley 2019). Diplomats have begun to advertise their events and work on a daily, transparent, and simple basis on platforms such as *Facebook*, *Instagram*, and *Twitter*. This has increased citizens' involvement in political life, and most foreign ministries also have official accounts on these platforms, where you can find previously difficult-to-find information.

Diplomacy has evolved to include various modes of interaction. Diplomacy used to be concerned with the government-to-government (G2G) relationship, but nowadays it is clear that diplomacy is concerned with the public eye and thus frequently focuses on citizens (G2P), their

opinions, and even communication between them (P2P) (Park, Chung and Park 2019). Recently, Public Diplomacy has influenced citizens' perceptions of their interests and governmental services, and as a result, new technological tools have proven useful in analyzing the digital audience and public opinion. More specifically, the *Twitter* platform has played a critical role in influencing the digital audience and engaging citizens in DD. In this regard, the concept of *Twiplomacy* has recently emerged, which has proved to be an efficient way to respond to crises around the world and quickly extend assistance to citizens in need (Chhabra 2020).

The "information revolution" has altered how governments and citizens express themselves, resulting in a power shift between institutions and the audience, with people becoming more powerful and institutions becoming less powerful in the foreign policy (Costas, Kerr and Sharp 2016). Furthermore, as a result of Digital Diplomacy, the role of diplomats has shifted, with the primary goal of informing and gathering information about the countries they serve becoming less important. The issue today focuses on how a country's representatives can communicate with foreign audiences on social media, develop their content, and maintain connections with citizens, giving them the impression that they are also an integral part of political life.

In the context of promoting or improving a country's image, social media is viewed as a tool for reshaping a country's image toward other foreign countries and can help increase a country's soft power resources (Metzgar 2012). However, the contribution of this research will show that there are still several factors that are not being fully utilized, and as a result, many diplomats do not present their footprint sufficiently to influence political opinion, so it is critical to close the existing gaps.

The existing literature on the new paradigm of DD in the European Union emphasizes the importance of diplomatic training to ensure effective representation. In other words, an ambassador must be well-versed in DPD and digital platforms to deliver clear content in line

with governmental objectives. Besides this, the European Union is concerned with developing effective methods of negotiation between countries and engagement with foreign audiences, both in person and virtually (Maurer and Wright 2020). In this sense, throughout the project, it will be possible to answer questions about the importance of government socialization, connections between diplomats from different countries, citizen involvement, and perceptions of government services, all in a digital diplomatic arena.

Primary Research Goals

Research Relevance and Objectives

The following section evaluates the current interactions of each country's diplomats, reflecting the various ways they use social networks for foreign policy development. As a result, the primary goal of this study is to provide detailed and quantitative information about the interactions between different diplomats on their social networks. It is possible to quantify the regularity of the diplomats on their networks by analyzing the content of the shared reports using a database created from posts on the official pages of thirty previously selected diplomats, totaling more than five thousand publications.

The research will look at the deficiencies of Portugal's promotion and how Portugal can improve its international image by comparing the activities of Portuguese diplomats to those of diplomats from other countries. Given that digital communications can facilitate restructuring and promote a country's image among foreign audiences, this analysis will concentrate on publications on the *Twitter* social network, which is one of the most popular networks among diplomats today as a digital tool for promoting events, discussing matters, trips, and international presences.

By combining the concepts of *Twiplomacy*, Digital Diplomacy, and Networking, it will be possible to draw reliable and quantifiable conclusions about diplomats' interactions with their digital audiences, as well as investigate interactions between diplomats from different countries,

over the course of the year 2021. Also, three countries will be simultaneously presented throughout the project to ensure that the conclusions provide viable information that is close to reality: Portugal, Ireland, and the United Kingdom.

The comparison between countries like Ireland, where diplomats continue to have a very subtle footprint on social networks, and the United Kingdom, which encourages its diplomats to promote themselves and leave a strong prominence on their networks, both workwise and on a personal basis³, will be valuable for this research. This section of the dissertation will also include a category of the *tweets* and a qualitative essay on the *tweets* previously collected in order to provide information about the manner and form of interaction and publicity used by diplomats. This will allow us to recommendations in relation to tools and strategies to mitigate a possible and obvious "diplomatic shyness" on the part of Portuguese diplomats in comparison to the other countries under evaluation.

Twitter as a Digital Diplomacy Tool

“*Twitter* has two big positive effects on foreign policy: it fosters a beneficial exchange of ideas between policymakers and the civil society and enhances the ability of diplomats to gather information and to anticipate, analyze, manage, and react to events” according to the Guide - *Twitter* for Diplomats promoted by DiploFoundation. As previously stated, the current study will be based on posts available on the social platform *Twitter*, which is the primary DD tool under consideration.

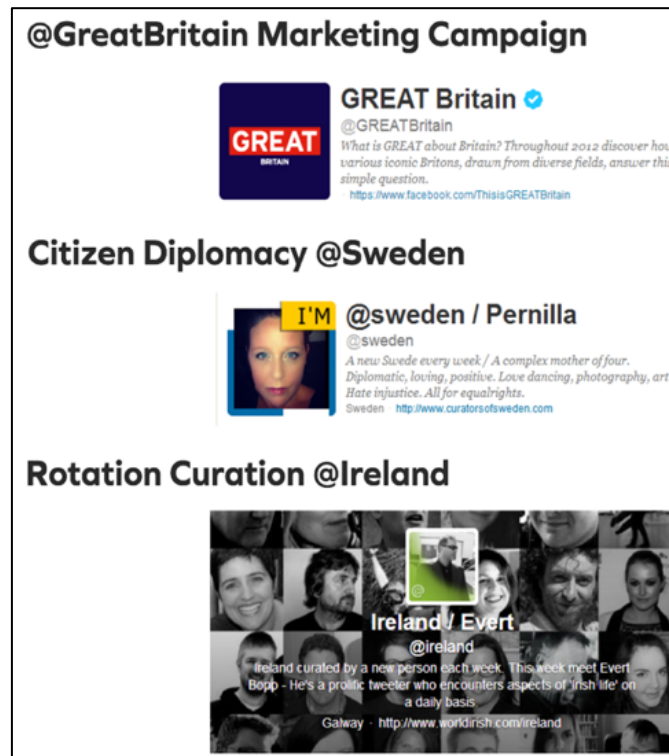
Only four nations lack a *Twitter* presence, according to the article "*Twiplomacy, 2020*" specifically North Korea, São Tomé & Príncipe, Laos, and Turkmenistan. Presidents from 163 of the 193 UN member states have personal *Twitter* accounts. This type of data demonstrates a significant level of adherence and engagement of country representatives with this social network, which is felt to be a trustworthy foundation for analysis. The purpose of this research

³ 2014. Parliament.UK. "Chapter 4: The UK's Soft Power Assets: Their Role And Function" [104]. <https://publications.parliament.uk/pa/ld201314/ldselect/ldsoftpower/150/15008.htm>.

is to generalize the findings in relation to the current promotion of the country (as revealed by posts shared by our diplomats) to be explored in the development of future promotion policies for the country.

It is presumed that, as some successful countries in international promotion, Portugal's advertising should adhere to guidelines issued by a centralized source, such as the government or other national entities. Several previous promotion campaigns, such as the United Kingdom's GREAT campaign to promote the country's business, investment, and tourism, could serve as models for future promotion policies.

Retrieved from "Country Promotion" analysis, bcw Twiplomacy, 2012



Ireland and New Zealand co-jointly promoted a campaign with the mission of "connecting Ireland to the world and the world to Ireland." Each week, an official tweet was delegated to a different citizen or resident, resulting in greater citizen engagement across the board.

At this time, each individual, citizen or ruler of the country, can own his reputation in the world of *twiplomacy*. This shift in value enables us to conclude that online activity is becoming increasingly valuable and that ordinary citizens can also be viewed as promoters of diplomacy.

Twitter has been one of the most successful social networks in the field of DD alongside *Facebook* and *Instagram*. Using new technologies, the essential focus is on the transparency of the message to be transmitted, as well as the interaction and participation of the public. The greater the level of citizen involvement, the greater the number of citizens reached and the higher the level of trust established. Based on these assumptions, the following research will examine the number of followers of each diplomat to assess their reach and digital influence.

Research Methodology

This study contributes to DD in Portugal by examining interactions of Portuguese diplomats on their official *Twitter* accounts in comparison with interactions of diplomats from two European countries: Ireland and the United Kingdom. Under study will be the number of tweets shared by each diplomat and their interaction with the digital audience. The method chosen to develop this project is based on the collection of pre-existing information, as previous publications made by diplomats throughout the year 2021—the most recent full year, promoting current and accurate data. These sources are mostly quantitative, but with a qualitative component that will be analyzed at the end of the research.

The methodology used in this study began with the selection of ten diplomats from the countries under consideration, without regard for gender, age, or race. This selection was based on suggestions from the MNE, primarily for Irish diplomats, and some research on the British Foreign Office's *Twitter* Account. In relation to the timeline, as said before, the time frame under consideration refers to the calendar year 2021. To ensure that all selected diplomats reflect the entire year 2021 on *Twitter*, the only restriction in diplomat selection is the year in which they created their *Twitter* social network account. In this manner, ten Portuguese diplomats and an equal number of Irish and British diplomats were chosen, yielding a sample of thirty diplomats with data referring to the year of 2021.

Categorization of the Tweets

Today's public diplomacy is quick, interactive, and direct thanks to the social media (Khan, et al. 2021). There have been some studies of tweets, categorized into areas such as sports, politics, movies, and music (Theodotou and Stassopoulou 2015), but no analytical evidence of tweets from the diplomat's perspective. The tweets, or publications made on the *Twitter* platform, will be the focus of the current analysis. The following posts were classified based on the type of content transmitted. Then, tweets were classified based on their style. The cataloguing of the *tweets* is intended to facilitate their analysis, as they are mutually exclusive categories, with each tweet going through only one classification.

In general, the tweets were classified as *Re-tweet* (R) - assumed to be a post shared by someone other than the person to whom it was sent - or *Own tweet*, which includes all posts made by the diplomat himself on his official page. This second type of post includes all posts in which the diplomat expresses his own content, even if he shares and comments on other people's posts. The second stage of criteria takes a more specific approach, with the primary focus on posts made by diplomats, known as *Own-tweets*. In this category, the publications were divided into two categories: *Information tweets* (INFO) and *Opinion tweets* (OP).

Depending on the final purpose that led the diplomat to publish his *tweet*, these can be distinguished as *information tweets* referring to a post in which the diplomat's original aim is to inform his followers, describing events and trips without expressing any opinion or feeling and *opinion tweets*, where it is clearly the diplomat's comment. We can examine the strength of the explicit comment in the publication in the final category of *opinion tweets*. If this comment is descriptive, describing only the event's general significance, the tweet is titled *General opinion* (OP). *Tweets* expressing a clear and well-defined opinion about diplomacy are classified as *Substantive opinion* (OP-S). There is also a third segment for politicians' private lives, where

"others" are publications about grief and loss, friendship, sports, or family. Appendix Table 1 summarizes how the following classification was accomplished.

After categorizing the *tweets*, a detailed and manual count of each diplomat's posts was performed, which were counted and categorized monthly, filling in a database similar to the one shown in Appendix Figure 1.

The collected data were graphically analyzed using basic Excel tools and after having entered the information for the three countries (Appendix Table 2).

Analysis of "borderline tweets"

Using a sample with a total of approximately 5900 tweets, it was possible to see what differences were noticed in their content and analyze how each diplomat follows their guidelines in promoting their country. Throughout the extensive analysis of the posts on the various diplomats' personal accounts, some difficulty was encountered in classifying some of the tweets. These posts were labelled "borderline tweets" because the content was not unambiguous, or because the same tweet could be classified in more than one category.

Assuming that each tweet fits into only one category a priori, a decision was eventually made. These decisions were primarily based on comparisons with other tweets in each category to be inserted.

The three posts that follow are taken from the official website of Jane Marriot, 2021, a British ambassador currently serving in Kenya.



To emphasize how the tweets were analyzed, we can look at the first one, which the diplomat Jane Marriott retweeted about a substantive opinion piece. This, in turn, is an opinion piece written by a British ambassador, Dominic Raab, in which he discusses peace and security in cyberspace. The central post was placed in the substantive *opinion tweets*, as Jane Marriott expresses her dissatisfaction and the measures that the government will take in response to the event in question (in this case, via video). This post stated her approach to a major fire that endangered the lives of citizens and animals. As a result, this announcement received the most attention, reaching a large and rapidly growing digital audience, as measured by 404 retweets, 945 likes, and 255 shares.

The third post was labelled as informational. This one, in turn, clearly explains the diplomat's purpose: to inform on any campaigns carried out during that week to promote employment opportunities, thereby strengthening ties between Kenya and the UK. Although the public may be pleased with the strengthened ties between the two countries, the ambassador's post expresses no emotion or opinion and is thus classified as an information tweet.

The most difficult aspect of the analysis was distinguishing between *information tweets* and *non-substantive opinion tweets*. A *non-substantive opinion tweet*, on the other hand, was interpreted as a publication in which the diplomat expresses his brief opinion about the event, demonstrating its importance in political life.

Due to their similarity and hence potential misclassification, the two publications presented below stood out as borderline tweets. The posts under consideration were taken from the official *Twitter* accounts of the United Kingdom's Deputy Permanent Representative to the United Nations, James Kariuki, and the British High Commissioner to Canada, Susannah Goshko.



Both publications appear to be *Information tweets* at first glance, as the two diplomats describe the events they attended. On the other hand, since both ambassadors have a transcribed opinion, the classification of general, non-substantive *opinion tweets* can also be considered.

The earlier classification of tweets had special relevance at this point in the research since a message of an information tweet cannot have any kind of opinion about the event. Thus, the first tweet was classified as an information tweet because, despite the diplomat's brief introduction, it is clear that the main purpose is to provide information. The second tweet under examination was marked as a non-substantive opinion tweet because the ambassador expresses her gratitude and willingness to meet again, indicating that the event had a positive impact, but it does not add an argumentative view about a particular effect on DD.

It is relevant to note that the entire methodology and guidelines used to categorize the various tweets were not based on any prior research. All the categorization was done from the start for this specific public diplomacy project, with the aim of analyzing the tweets from the diplomats' perspective in considerable depth.

Advantages and disadvantages of the Methodology used

The methodology used in this study enabled us to reach detailed conclusions that were close to reality. This article draws on a dataset of tweets collected manually from January to December 2021, using a total sample of thirty diplomats and a time frame of twelve months.

Following some research, the methodology used was similar to that of the British Political Studies Association's data collection in 2019 to investigate Digital Diplomacy in European external relations. Across the research, the early classification of the tweets was critical, allowing the identification of whether the content of the publications was original or shared by another user without ambiguity. Additionally, the *Twitter* platform provides some key tools for analysis, so they became an added value throughout the research because it was possible to reach important conclusions by leveraging the information already available. For instance, the number of followers on each diplomat's official *Twitter* account allowed for an efficient analysis of his reach.

Although the *Twitter* platform provides valuable data for future analysis, such as the total number of tweets, the system still lacks several tools, that should be developed, such as the number of tweets per week, month, and year. When faced with this challenge, manual counting was found to be the best option.

The results obtained (presented in the following section) were significant and close to reality, but the hand-counting method required a significant portion of analysis time, making it ineffective for research with timelines longer than a year. Furthermore, it is critical to be impartial when categorizing tweets, and since the classification was done by a person, different perceptions of the same tweet may exist, potentially creating ambiguity - "Human biased".

Results

The collection of the tweets allows us to obtain a variety of results, the majority of which were initially expected - namely the lower frequency of digital posts by Portuguese diplomats and the reduced emphasis on government priorities. The information gathered allows us to analyze specific countries as well as conduct a broad search, generalizing on Portugal, the United Kingdom, and Ireland. The three countries under consideration have a greater presence on *Twitter* in the months of March and September, with August having the lowest number of

posts made by diplomats. As shown in Appendix Figure 2, the period with the fewest publications may coincide with the diplomats' vacation period, when their presence at events or business trips is reduced.

	Total Number of tweets	
	Re-tweets	Own-tweets
PT	1640	409
IRE	792	271
UK	863	928

According to the sample, the United Kingdom is the only country where the total number

of *own tweets* exceeds the total number of *re-tweets*. This implies that British diplomats have a greater number of publications in which they express their opinions or inform their followers about trips and events in their daily lives. Such findings are consistent with initial perceptions that Portugal bases its publications on repeating information from other pages without comment, whereas British diplomats take a different approach by attempting to show viewers their points of view.

In quantitative terms, concerning the total number of tweets in 2021, we can realize that Portuguese diplomats are fairly similar to British diplomats, with a total of 2167 and 2420, respectively. Nevertheless, the number of publications from Irish diplomats - 1252 - is roughly half that of the number of British tweets (Appendix Table 3).

	OFFICIAL MFA ACCOUNT	
	Reach	Assiduity
PT	233 000	4 533
IRE	92 500	17 500
UK	1 000 000	44 900

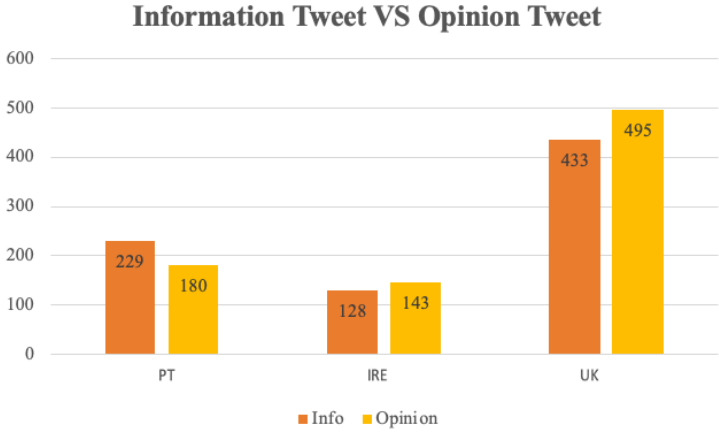
Source: Official Accounts - Twitter - 2022

As mentioned before (see Methodology section) the assiduity of the ministry on the

Twitter social network, as well as its reach, was concluded by analyzing the total number of tweets and the number of followers of the official accounts of the foreign ministries of the three countries. Thus, it is possible to conclude that the Portuguese foreign ministry falls short of expectations, with only 4 533 tweets in comparison to the British and Irish ministries, which have 44 900 and 17 500 tweets, respectively. Furthermore, in terms of reach, the Portuguese

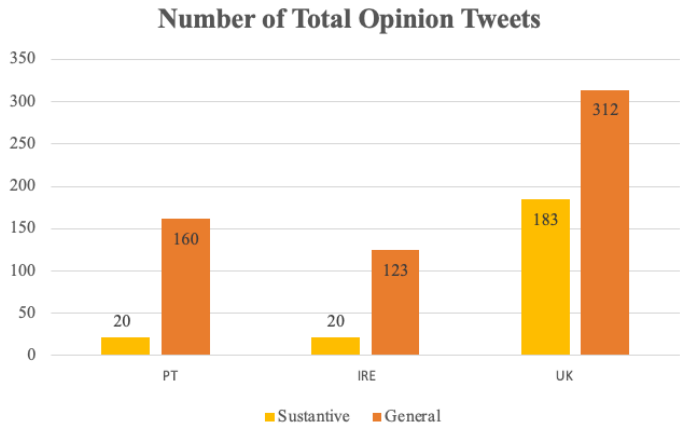
foreign ministry has a larger digital audience than the Irish ministry, with the British ministry remaining at the top with approximately 1 million followers (Appendix Table 4).

Figure 3: A quantitative quick summary of *opinion* and *information tweets* by country.



Regarding the *own tweets*, the distinction between *opinion tweets* and *information tweets* allowed us to determine that only Portugal has fewer *opinion tweets* than *information tweets*. According to the findings (Figure 3) Portuguese diplomats prefer to describe various life activities without exposing any kind of reflection, exhibiting only publications with the purpose of informing the audience about past, current, and future events.

Figure 4: Distinguishing between *substantive* and *general opinion tweets*

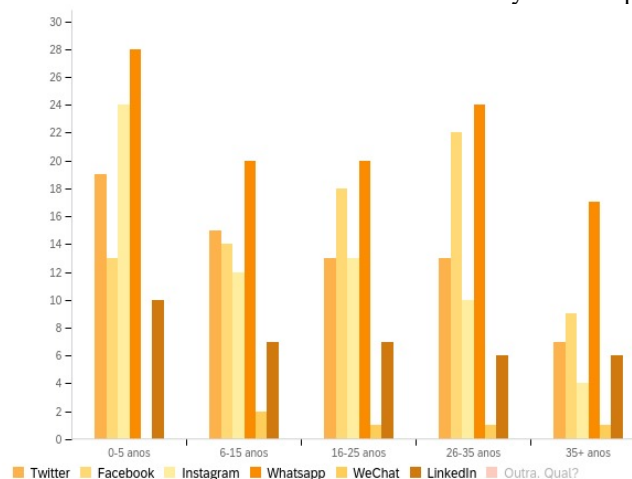


According to the figure above (Figure 4), we can infer that the three countries under consideration presented a much higher number of *general opinion tweets* than *substantive*

opinion tweets. This factor enables us to state that today's diplomats continue to use a "cloak of diplomatic shyness" in which they describe their events and diplomatic activities in general, without directing their opinion to anything specific (see the following section). The same figure also allows us to see that British diplomats have a high total number of *opinion tweets* compared to the two countries under evaluation. The UK has a well-known higher number of *substantive opinion tweets* (a total of 183 posts compared to 20 posts from Portugal and Ireland). This was to be expected, given that British diplomats tend to express their views more frequently and directly to the public. Portuguese and Irish diplomats, on the other hand, take a more measured approach in this regard.

The findings in this essay, with a greater emphasis on the personal *Twitter* accounts of diplomats, are consistent with the individual survey completed by our country's ambassadors and councils (conducted and highlighted in the next chapter).

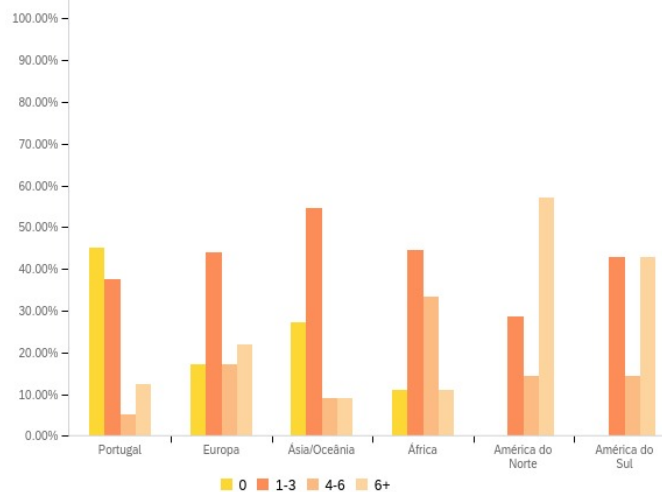
Figure 5: Representation of the most used social networks based on years of diplomatic experience



Following the survey results, younger diplomats are the most likely to use *Twitter*. Those with 0-5 years of diplomatic experience report *Twitter* as the third most popular social network, trailing only *WhatsApp* and *Instagram*. Diplomats with more than 35 years of experience use *Twitter* little to nothing, preferring platforms such as *LinkedIn* or *Facebook*.

This survey can also be used to conclude on the regularity of diplomats on social media, as measured by the number of tweets on their official page.

Figure 6: Representation of the number of social media posts per week



Portugal has the least political activity on social media, according to the results of the following survey. According to the graph above (Figure 6), respondents working in Portugal share 0 social media posts per week. In contrast, a considerable number of Portuguese diplomats working in North American countries use social media at least six times per week. The data from the individual tweets study revealed a weekly average of 4.17 tweets per week, with the majority of the diplomats examined not based in Portugal.

Final Remarks and Recommendations

General Conclusions

The analysis enhanced the quantitative results, drawing conclusions about the coverage and interaction of the sample of Portuguese diplomats concerning the other two nationalities. Moreover, a qualitative examination of the collected publications reveals significant differences in how the diplomats present their content.

These differences are then registered by diplomats from different countries (which is to be expected given that they follow different governmental foreign policy guidelines) and by representatives from the same country. This second issue allows us to conclude that, despite the

same coordination from the central government, diplomats exhibit varying behavior patterns in terms of the type of content they provide.

Analyzing the various publications qualitatively leads to the conclusion that Portuguese diplomats primarily announce the events they attend, as well as the meetings and conferences they organize. In this sense, the opinion tweet is primarily based on the diplomats' descriptions of the relevance of these interactions and events.

By contrast, the British public tends to demonstrate their perspective more frequently, endorsing their own opinion and promoting articles, books, and events that illustrate their perspectives on different diplomatic subjects. Furthermore, tweet analysis confirmed that British diplomats use their networks in a personal way, displaying their hobbies, free time activities, family, and friends. While the Portuguese and Irish are "quiet and reserved" about showing their private lives or interests, this is also reflected in diplomatic interactions. This sharing of personal content allows the digital audience to become acquainted with the diplomat, identifying common interests and, as a result, forming an emotional connection, which will increase the diplomat's digital influence on his audience.

The qualitative analysis of the tweets reveals significant differences between the diplomats. These disparities stem primarily from people's education, as well as their level of training and government initiatives.

Nowadays, the regularity with which messages are published is more important than the content of the message. To spread regularity on social media and engage your target audience, viewers in the digital world "feed" on continuous posts. Diplomats and elected leaders of the country must cultivate their "digital footprint" in social networks to encourage the general public to participate in diplomacy and government affairs. The government must provide digital tools for the diverse delegates to be able to interact with the public in the most efficient way possible, transmitting truthful and direct messages. For diplomats to become acquainted with

the digital world, the government should include technological devices such as highly skilled training, monthly digital workshops, and virtual manuals outlining key topics and concepts.

Policies to propose

Karen Hughes, a former advisor to President George W. Bush at the time of 9/11, identified four "E's" for diplomatic success: education, exchange, engagement, and empowerment. Nevertheless, with the progression of new tools and innovative methods of promoting public diplomacy, it is believed that Evaluation is another factor that contributes to success, adding another "E" to the process.

Today, it is becoming increasingly crucial to conduct an in-depth and continuous evaluation of the multiple methods, and the following suggestions will be centered on this regard. Throughout the research, it was revealed that there is no unison in terms of publications, particularly in Portugal, implying that there is no line that representatives consider when tweeting. This can cause severe damage to diplomat-citizen engagement, supposing that the building of confidence is primarily dependent on message coherence. To mitigate this "bad cohesion" between the key representatives, the Portuguese government should commit to continuously monitoring the diplomats and advising them on the best social media methods and behaviors. MNE should improve the country's social media promotion and, as a result, develop initiatives that allow diplomats to expose their content consistently and expressively. It is recommended that ambassadors and national representatives have access to direct and concise digital behavior guidelines. These guidelines may pertain to the number of tweets per month, the type of content to share, or the weekly events that should be shared. This information should be available on private platforms, with representatives having easy and exclusive access.

Regarding the behaviors to be introduced, diplomats should be concerned with providing a range of information while maintaining a balance between personal and professional lives. This

exposure to the personal sphere will allow the digital audience to get a closer look at the diplomat's routines, finding points of similarity and promoting popular support and loyalty.

On a structural level, the MNE should make some changes, primarily by forming specialized teams and departments for IT and Marketing, two of the most important areas in the digital world. There should be teams dedicated solely to promoting Portugal on social media. Professionals from various fields would work as a multi-tasking team in this department, from marketing to promote the country in a direct and personalized way to reach the audience, to IT workers to check the reach of diplomats on networks and analyze how frequently the Portuguese people use certain networks, among others.

Given that the Portuguese tend to generalize their thinking without highlighting a strong and consolidated opinion, essentially in the spheres of public policy and diplomacy, another recommendation is that doctrines about the technology society be addressed from the early stages of the diplomat application process. Courses such as Digital Behavior, Adaptation to New Platforms (*Facebook, Twitter, Instagram, and LinkedIn*), Target Audience Assessment, and Acquisition of Technological Tools should be as mandatory education for diplomats.

These recommendations should be considered, and governments should be concerned with implementing them as soon as possible, so that the country's promotion begins to see great and positive results, with an eye on the young generation, who are known for their desire to learn and employ tools that produce higher efficiency.

We conclude by stating that the characteristics shared by the younger public should be leveraged to promote Digital Diplomacy as a convergence of ideas and dialogues between governments, politicians, and citizens. We can all be global citizens and create our own digital image in this digital age. What is important is that governments and legislators can reformulate processes and capitalize on current technological advances.

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	Specific Goals	Policy	Product Indicators	Entities		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 created resulting from the first Diplomatic Seminar and progress table from the succeeding ones Nº and name 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 All Government Areas 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 centralized 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 "Adidos de 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 Nº of social media profiles which became active during or after the program Nº of media training sessions conducted	MNE		2022-2030		
	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 instrument use of individual social media accounts	1.2.1. Create regular workshops for the Minister Cabinet, including the minister and the Secretaries of State's Cabinet, for running the minister's and the secretary of state's personal institutional page and MNE's centralized 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 centralized social media accounts Nº of staff attending the workshop directed to MNE's centralized social media accounts, 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 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 to 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 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 times data retrieval is performed - frequency in time units Nº and amount of data retrieved	MNE	INE	2022-2026
				1.3.3. Include sustainability assessments to promote continuity and define goals	Nº of sustainability reports at the National level Nº of guidelines produced at the National level	MAI		2022-2026
			1.3.4. Encourage research and cross-country analysis at the level of the MNE	Nº of reports at the National level Nº and amount of data retrieved at the National level Nº and amount of data retrieved at the International level	MNE		2022-2026	

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

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

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 proposal 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 practices adoption</i>	MNE	INE	2022-2032
		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 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 unproportional consequences</i> <i>Compensate whoever is following the rules and punish whoever is not following them</i>	Third Party		2022-2032

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 unified voice	3.1.1. Spread information to be communicated online of any negotiations and/or resolutions sponsored by Portugal at the international level	<i>Nº of negotiations and/or resolutions being sponsored by Portugal promoted by diplomats in Social Media</i>	MNE	INE	2022-2026
			<i>Social media public engagement for negotiations and resolutions sponsored by Portugal</i>			
			<i>Nº of likes/replies on posts regarding any negotiations and/or resolutions sponsored by Portugal</i>	MNE	INE	
		3.1.2. At the Council of Ministers level, discuss and publish a monthly report of topics that are relevant for the Portuguese Foreign Policy for the diplomats to work towards.	<i>Nº of shares of content related with Portugal's activity at the EU, NATO and UN bodies</i>			
			<i>Nº of Guideline Reports produced at a National Level</i>	MPMA		2022-2030
	3.2. Regularly define which topics should be discussed/publicized/promoted online by diplomats to help promote national events, and national achievements	3.2.1. Define the topics that should be publicized, in what shape and for how long (for e.g. Web-Seminars, UN-Oceans Conference)	<i>Nº topics (conferences, strategies, conventions, projects) being publicized and promoted by diplomats in Social Media</i>	MNE		2022-2032
			<i>Study about the growing (in capacity, attendance and relevance) of conferences, strategies, conventions and projects done in or by Portugal promoted by diplomats in Social Media</i>	MNE		
		3.2.2. Ensure that content is coordinated and duplicated from Portuguese to English.	<i>Nº of posts in other languages</i>	MNE		2022-2026
	3.3. Promote the creation of centralized tools of digital public diplomacy that provide insights on what is relevant to	3.3.1. Produce studies and update IDI's website regularly to be consulted by diplomats	<i>Nº of Website visits to IDI</i>	MNE	IDI	2022-2026
			<i>Nº topics being replicated by diplomats from the IDI's website</i>	MNE		
3.3.2. Create a digital manual with the main topics/guidelines about how the diplomats should perform their posts		<i>Nº of diplomats that adopt the digital guidelines described on the manual</i>	MNE	IDI	2022-2026	
		<i>Nº of times diplomats open the digital manual</i>				
4. Strong 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>Nº of Guideline Reports produced at a local level</i>	MNE		2022-2032
	4.2. Ensure coordination between all Foreign Services social media use	4.2.1. Create guidelines for all services to follow to ensure a continuous online activity	<i>Nº of cohesive posts across all platforms</i>	MNE	IDI	2022-2026
		4.2.2. Define rules for the usernames used so that searches can be simplified	<i>Nº of times content is posted in line with the guidelines - frequency in time</i>	MNE		2022-2026
		<i>Nº accounts which follow the username guide</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 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	<i>Nº of Marketing specialists employed</i> <i>Nº of customized posts (per week, month or year)</i>	MNE		2022-2030	
			<i>Nº of followers in each social network</i>	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	<i>Nº of visits, likes, new followers, and all data available in the analytics for each platform and account</i> <i>Nº of social media platform users</i>	MNE		2022-2030	
			<i>Nº of IT specialists employed</i>	MNE			
		5.1.3. Introduce, within the IT department, a specialized team to monitor the activity and accounts of diplomats' professional accounts	<i>Nº of followers in existing accounts</i> <i>Nº of posts in existing accounts</i> <i>Data monitoring of posted content to ensure it follows the given guidelines and defined strategy</i>	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	<i>Nº of sessions held by the vocational training team per year</i> <i>Nº of IT training sessions attended by diplomats</i> <i>Nº of IT training sessions attended by age groups</i> <i>Nº of IT training sessions attended by gender</i>	MNE		2022-2030	
	5.2. Coordinate with other government bodies to gather the lessons and ensure the common understanding of the central role played by Public Diplomacy	5.2.1. Promote the understanding of the importance of Public Diplomacy to all internal and foreign affairs within all government bodies to justify the rise in expenditures	<i>Nº of supporters towards the proposed strategies and plans</i> <i>Nº and level of participation in these debates</i>	MNE		2022-2030	
		5.2.2. Advocate for rise in funding to dedicate towards developing and implementing Public Diplomacy changes	<i>Nº or amount of funds raised</i>	MNE		2022-2030	
	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	<i>Nº of Diplomats/staff members who are willing to actively engage in introductory seminars</i> <i>Nº of Diplomats/staff members being in favour of the use of AI-powered tool as part of their daily tasks</i> <i>Nº of Diplomats/staff members actively using the AI-powered tool as an assistant</i>	MNE		2022-2030
			6.1.2. Distribute the manual/guide on the use of AI-powered tool to the staff	<i>Nº of Diplomats/staff members actively using the manual/guide on day-to-day basis</i>	MNE		2022-2030
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	<i>Nº regular workshops/seminars conducted</i> <i>Nº of workshops/seminars attended by Diplomats/staff members</i>	MNE		2022-2030	
		6.2.2. Create regular social media posts including educational campaigns promoting the effective use of AI in Digital Public Diplomacy	<i>Nº of social media posts posted monthly on the official accounts of Ministry of Foreign Affairs</i> <i>The rate of positive engagement with the educational social media posts</i>	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	<i>Nº social media posts related to initiatives conducted by MNE</i>	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	<i>Nº of monthly evaluation reports conducted by the staff</i>	MNE		
	7.1.3. Create a system based on investing in initiatives that have shown positive feedback from the public		<i>The rate of investing in initiatives that have previously shown positive public feedback</i>	Third Party			
8. Have a unifying strategy on the use of AI as a powerful tool for conducting more consuming 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	<i>Nº of workshops conducted by the Ministry</i> <i>The rate of engagement/interests with the new initiatives promoted by the Ministry</i>	MNE	INE	2022-2026	
		8.1.2. Make a yearly plan discussing the potential future contributions of AI	<i>Nº of successful AI related plans implemented</i>	MPMA		2022-2026	
	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	<i>Nº of workshops discussing potential risks and ethical issues conducted</i> <i>Having a successful exit strategy/risk assessment reports</i>	MNE	IDI	2022-2026	
		8.2.2. Facilitate innovation workshops on a regular basis	<i>Nº innovation workshops facilitated per year</i>	MNE		2022-2026	
	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	<i>Setup a data strategy</i>	MNE		2022-2026	
8.3.2. Keep up with the technological developments		<i>Nº attendance at relevant conferences</i>	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 automatized processing of large data sets and thus may reveal critical findings for MNE. In recent years, AI has emerged as a powerful technology capable of transforming the field of Public Diplomacy, as highlighted in this report. Since specific AI applications from subdomains such as Machine Learning and Natural Language Processing have become more sophisticated and widely available, it is vital for MNE to consider how they can utilize such tools to achieve their intended objectives. Besides, as the use of AI in the domain of Digital Public Diplomacy continues to grow, the ministry needs to establish clear policies on its use.

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

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 Introduction

Table 1: Traditional and new Public Diplomacy

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

Source: Huijgh (2016:439)

Appendix Main Chapter

Table 1: Summary of initial categorization of tweets

Categorization	
Re-Tweet	A retweet is implied to be a post shared by someone other than the person who made it. That is, the person who shared the post did not create it and has no control over it.
Own-Tweet	Information Tweet An information tweet is defined as a post in which the diplomat's main goal is to inform his followers without expressing any opinion or feeling. This type of publication also includes information about events and trips.
	Substantive Tweet A substantive opinion tweet presents the author's clear evidence on a specific topic of political life, promoting his diplomatic point of view.
	General Tweet A general opinion tweet is one with limited opinion content. In most cases, the "traditional" opinion of gratitude is explicit.
Others	Tweets intended for the diplomat's personal sphere, in which his emotions are expressed.

Figure 1: Drafts of the manual counting by month, in this case regarding the British diplomat David Clay

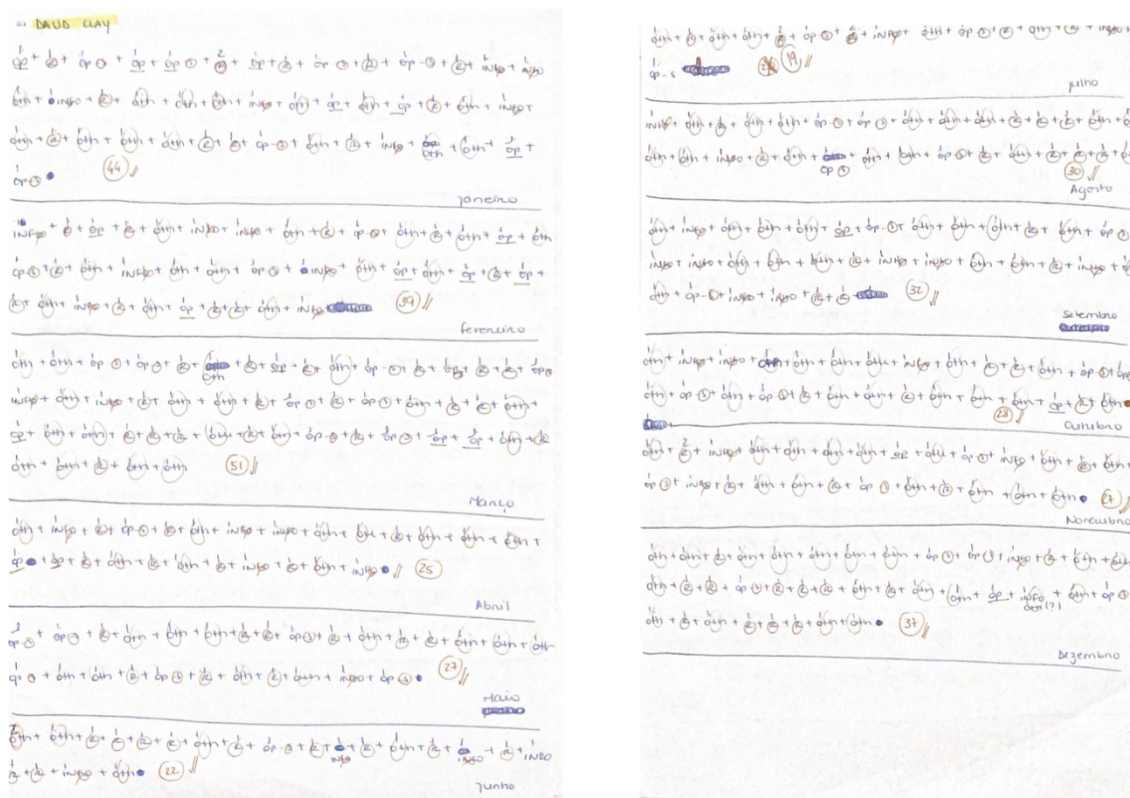


Table 2: Tweet information database to each diplomat, per country

PORTUGAL	Twitter Link	Country	Year of Joined	Reach (Number of followers)*	Total number of tweets*	Total number tweets (2021)	Number tweets per week (average)	Own Tweets	Information Tweet	Opinion Tweet	Number of retweets	
João Gomes Cravinho	https://twitter.com/joaoCravinho?ref_src=twsrc%5Egoogle%7Ctfw	Lisbon, Portugal	2013	9181	4368	353	6.79	186	87	99	124	
Rui Vinhas	https://twitter.com/ruivinhas5	Lisbon, Portugal	2018	877	481	194	3.73	76	44	32	113	
Luís de Almeida Sampaio	https://twitter.com/AlmeidaSampaio	Czech Republic	2009	1642	895	222	4.27	102	65	37	78	
Paulo Pocinho	https://twitter.com/PNevesP	Pakistan	2011	277	350	244	4.69	16	9	7	211	
Vitorino Mello Oliveira	https://twitter.com/vitorino_mo	UN - NY, USA	2009	53	16	2	0.04	0	0	0	2	
Lúcia Fragoço	https://twitter.com/LuciaFragoso2	Addis Ababa, Ethiopia	2017	412	476	59	1.13	6	6	0	53	
Madalena Carvalho Fischer	https://twitter.com/fischermadalena	Moscow, Russia	2018	333	1359	406	7.81	0	0	0	406	
Nuno Mathias	https://twitter.com/nunomathias	Kingdom of Saudi Arabia	2013	1537	2212	354	6.81	4	4	0	347	
Lidia Nabais	https://twitter.com/lidanabais	Düsseldorf, Germany	2014	172	705	188	3.62	17	12	5	163	
Lúcia Pais Lowe	https://mobile.twitter.com/Luisapaislowe	NY, USA	2012	138	192	145	2.79	2	2	0	143	
							2167	52 weeks	409	229	180	1640
							798		25	20	5	765
							1369		384	209	175	875

IRELAND	Twitter Link	Country	Year of Joined	Reach (Number of followers)*	Total number of tweets*	Total number tweets per year (2021)	Number tweets per week (average)	Own Tweets	Information Tweet	Opinion Tweet	Number of retweets
Adrian O'Neill	https://twitter.com/adrianoneill	London, England	2017	6937	1327	176	3.384615385	24	7	17	131
Sonia Hyland	https://twitter.com/hylandsonia	Dublin, Ireland	2017	3855	748	213	4.096153846	109	56	53	80
Gerard Keown	https://twitter.com/gerkeown	Paris, France	2011	2297	2146	83	1.596153846	33	20	13	45
Eddie Brannigan	https://twitter.com/ebrannigan	Brussels, Belgium	2019	1987	576	53	1.019230769	8	2	6	4
Seán Hoy	https://twitter.com/seanbhoiboy	Brazil, Guyana & Suriname	2014	1713	1013	92	1.769230769	5	1	4	75
Seamus O'Grady	https://twitter.com/seamusoradaiagh	Malawi	2016	1212	775	118	2.269230769	3	0	3	112
Jonh Conlan	https://twitter.com/johnconlanid	Dublin, Ireland	2020	440	41	4	0.076923077	0	0	0	1
Anita Kelly	https://twitter.com/anitakellyuk	United Arab Emirates	2013	867	2902	120	2.307692308	47	27	20	41
Ralph Victory O'Brian	https://twitter.com/ralphvictory	Portugal	2014	585	1057	330	6.346153846	24	9	15	275
Niall Burgess	https://twitter.com/nburgessidat	France & Monaco	2015	9191	1430	63	1.211538462	18	6	12	28
							52	271	128	143	792

UNITED KINGDOM	Twitter Link	Country	Year of Joined	Reach (Number of followers)*	Total number of tweets*	Total number tweets per year (2021)	Number tweets per week (average)	Own Tweets	Information Tweet	Opinion Tweet	Number of retweets
Christopher Sainty	https://twitter.com/ChrisSaintyUK?ref_src=twsrc%5Egoogle%7Ctfw	Portugal	2017	5730	2079	277	5.326923077	81	35	46	104
Paul Brummell	https://twitter.com/paulbrummell	Latvia	2013	13,300	6831	317	6.096153846	121	58	63	59
David Clay	https://twitter.com/daveclay	Egypt, Libya and NY	2011	4438	2219	381	7.326923077	115	46	69	111
Jane Marriott	https://twitter.com/janemarriottUK	Kenya	2013	117,600	2956	595	11.442307692	222	122	100	303
James Kariuki	https://twitter.com/jameskariuki_UN	UN - New York	2012	2871	379	88	1.692307692	42	23	19	40
Karen Pierce	https://twitter.com/KarenPierceUK	US	2015	33,700	1856	240	4.615384615	129	62	67	50
Simon Thomas	https://twitter.com/UKSimonT	Zagreb, Croatia	2016	7395	1497	145	2.788461538	76	30	46	27
Alyson King	https://twitter.com/AlysonKingUK	Beirut	2018	55,900	1647	75	1.442307692	25	7	18	33
Susannah Goshko	https://twitter.com/susannahgoshko	Canada	2014	2103	234	61	1.173076923	26	8	18	31
Neil Crompton	https://twitter.com/UKAmbKSA	Saudi Arabia	2016	14,000	773	241	4.634615385	91	42	49	105
							52	928	433	495	863

Figure 2: The total number of tweets per month

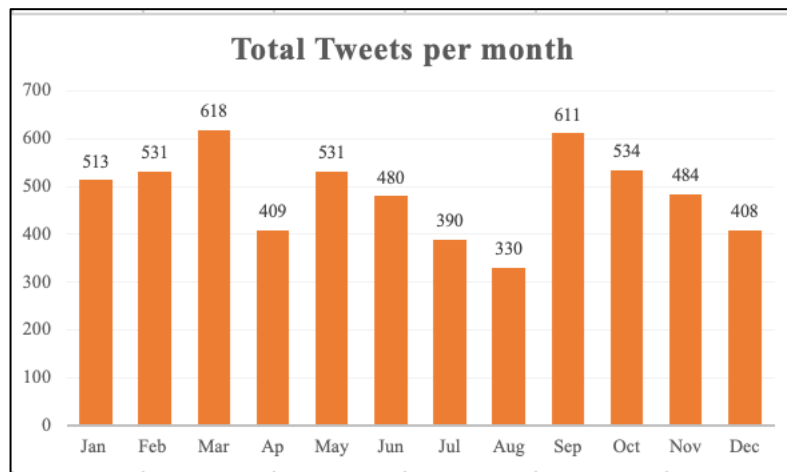


Table 3: Total number of tweets in the year 2021, by country

	Total Tweets 2021
PT	2167
IRE	1252
UK	2420
Total tweets collected	5839

Table 4: Reach (number of followers) and Assiduity (number of tweets) of each MFA Official Page

	OFFICIAL MFA ACCOUNT	
	Reach	Assiduity
PT	233 000	4 533
IRE	92 500	17 500
UK	1 000 000	44 900

Figure 7: British’s diplomat official account - Christopher Sainty – Source: Twitter



Appendix Conclusion

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 country's 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	<ul style="list-style-type: none"> Nº of Diplomats regularly attending such courses, by age and gender Nº of posts/invites 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 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 All Government Areas MNE 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	<ul style="list-style-type: none"> Include the new centralized strategy and periodic reviews of the public diplomacy goals 	MNE	2022-2026		
		1.1.3. Include themes related to digital public diplomacy in the Diplomatic Career Test	<ul style="list-style-type: none"> Nº of participation of high posts internally (Directors, Sub-Directors, Heads of Directorates-General/ Heads of Division at MNE) Nº of participation of "Aldeias de Embaixadas", the lowest Diplomatic Category (usually the youngest ones) 	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	<ul style="list-style-type: none"> Nº of Diplomats that have undergone media training or have attended said programs 	MNE	2022-2026		
		1.1.5. Include media training in the beginning stages of a Diplomat's activity	<ul style="list-style-type: none"> 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	2022-2026		
		1.2. Ensure the education on Digital Diplomacy risks of the community of workers (sociology and psychology in the digital era)	1.2.1. Create regular workshops for the Minister Cabinet, including the Minister and the Secretaries of State's Cabinet, for running the minister's and the secretary of state's personal institutional page and MNE's centralized page	<ul style="list-style-type: none"> 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's account in the Ministry of Foreign Affairs in NT - Ana Paula Zaidar and the Official @PortugalLUN)	<ul style="list-style-type: none"> Nº of workshops directed to the MNE's centralized social media accounts Nº of regular workshops for Ambassadors Nº of Ambassadors attending the workshops, by gender Nº of regular workshops for Diplomats Nº of Diplomatic attending, by gender 	MNE	2022-2026	
			1.2.3. Promote the education and projection of specialists	<ul style="list-style-type: none"> Nº of 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Nº of revisions conducted to the manuals 	MNE	2022-2026	
			1.3. Promote further research in this field to better understand the risks and opportunities that exist 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Nº of statistical reports Nº of times data retrieval is 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 gaps	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Nº and amount of data retrieved at the National level Nº and amount of data retrieved at the International level 	MNE	2022-2026
				1.3.5. Define clear image guidelines for behaviour online	<ul style="list-style-type: none"> Nº and type of guidelines introduced and enforced Nº of social media posts in English language Nº of same proposal hashtags in different digital platforms 	MNE	2022-2026
2. Protect the integrity of the country by ensuring the spread of fake news, anonymity culture and cyberattacks	2.1. Centralized and Specialized (belonging 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 delete	<ul style="list-style-type: none"> Guarantee that the Nº of posts rises on relevant topics. Measure who is following the rules Nº of new followers - counted after the new practice adoption Some periodic reminders for diplomats to update their passwords 	MNE	2022-2032			
	2.1.1. Define clear image guidelines for behaviour online	<ul style="list-style-type: none"> Create a Fake Checking Team that is able to moderate content so that not only communications by diplomats are slow right but also the engagement is filtered in order for it to not take opportunistic consequences Compensate whenever is following the rule and punish whoever is not following them 	MNE	2022-2032			
	2.1.2. Create mechanisms of evaluation to determine if the new practices are being followed or not	<ul style="list-style-type: none"> Some periodic reminders for diplomats to update their passwords 	MNE	2022-2026			
	2.1.3. Create a password system, where all diplomats must update their social media accounts password every month to prevent hacking		MNE	2022-2026			
	2.1.4. Create a system based on incentives to help people feel motivated to promote Portugal's image online			Third Party	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 of topics (conferences, strategies, conventions, projects) being publicized 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 DF's website regularly to be consulted by diplomats	Nº of Website visits to DF	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 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	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 Marketing specialists employed	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 5.2. Coordinate with other government bodies to gather the means and ensure the common understanding of the central role played by Public Diplomacy	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 customized posts (per week, month or year) 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	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 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	
		5.1.4. Recruit a vocational training team to teach diplomats how to use new technologies and social media, or in other words, provide adequate media training	Nº of sessions held by the vocational training team per year Nº of IT training sessions attended by diplomats Nº of IT training sessions attended by age groups Nº of IT training sessions attended by gender	MNE		2022-2030	
		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 supporters towards the proposed strategies and plans Nº of end 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 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	N° of Diplomats/staff members who are willing to actively engage in introductory seminars	MNE		2022-2030
		6.1.2. Distribute the manual/guide on the use of AI-powered tool to the staff	N° of Diplomats/staff members being in favour of the use of AI-powered tool as part of their daily tasks	MNE		2022-2030
		6.1.3. Promote internal informational campaigns on the benefits and risks of the use of AI within the domain of Digital Public Diplomacy	N° of Diplomats/staff members actively using the AI-powered tool as an assistant	MNE		2022-2030
		6.2. Ensure the education on the efficient and effective use of AI-powered tools within the Ministry of Foreign Affairs	6.2.1. Create regular workshops/seminars for the staff within the Ministry of Foreign Affairs 6.2.2. Create regular social media posts including educational campaigns promoting the effective use of AI in DPD	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	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 7.1.3. Encourage the Diplomats/staff members to use the AI-powered tool to evaluate the public feedback on the conducted/upcoming initiatives	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	MNE		2022-2030
	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	N° of workshops conducted by the Ministry The rate of engagement/interests with the new initiatives promoted by the Ministry	MNE	INE	2022-2025
	8.3. Explore the risks, sustainability of AI technological innovations and ethical matters	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	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	MNE	IDI	2022-2025
	8.4. Keep experimenting and innovating to explore the potential of AI and other methods of data analysis	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° innovation workshops facilitated per year Setup a data strategy N° attendance at relevant conferences	MNE MNE MNE		2022-2025 2022-2024 2022-2025
8. Have a unifying strategy on the use of AI as a powerful tool for conducting time consuming evaluation tasks within the Ministry				MNE		2022-2025