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### Implementation of the strategic plan of the International Seabed Authority for the period 2019–2023

## Draft high-level action plan of the International Seabed Authority for the period 2019–2023

### Note by the Secretary-General

1. The strategic plan of the International Seabed Authority for the period 2019–2023 ([ISBA/24/A/10](#), annex) includes nine strategic directions designed to enable the Authority to realize its mission objectives. In order for the Authority to meet those objectives, the secretariat has developed a high-level action plan that contains specific actions and provides the linkage between the Authority's strategy and the work of the various organs of the Authority (see annexes I and II).
2. The high-level action plan also sets priorities for the period 2019–2023 for implementing the actions that have been identified.
3. It must be stressed that the high-level action plan does not create any new responsibility or obligation for members of the Authority and exploration contractors beyond those contained in the United Nations Convention on the Law of the Sea and the Agreement relating to the implementation of Part XI of the United Nations Convention on the Law of the Sea of 10 December 1982. Furthermore, to provide the flexibility needed for the implementation of the strategic plan, it will be possible to adjust the high-level action plan as necessary.
4. The high-level action plan will be supplemented by draft performance indicators (see [ISBA/25/A/5](#)) developed to assess the performance of the Authority in its implementation of the strategic directions. Although those indicators are closely related to the actions that have been identified, their aim is to be used exclusively for monitoring progress with the implementation of the strategic directions. The performance of the Authority in carrying out the high-level actions will be monitored and reported against by means of separate indicators developed on the basis of associated outputs (see annex II) monitored against the planned outputs for the biennium.

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\* [ISBA/25/A/L.1/Rev.1](#).



5. The implementation of the strategic plan will also require the development by the secretariat of a business plan that will provide a link between its work, the strategic plan and the future results-based budget of the Authority. Together with the list of outputs included in the high-level action plan, the secretariat's business plan will form the basis for the budgetary requirements of the Authority commencing with the next financial period, that is, 2021–2022.

## Annex I

### Strategic directions and corresponding high-level actions

<i>No.</i>	<i>Strategic direction</i>	<i>High-level action</i>
<b>1</b>	<b>Realize the role of the Authority in a global context</b>	
1.1	Align its programmes and initiatives towards the realization of those Sustainable Development Goals which are relevant to its mandate	<p>1.1.1. Adjust the programmes and initiatives of the Authority to contribute effectively to the achievement of goals and targets of the 2030 Agenda for Sustainable Development, in particular Sustainable Development Goal 14</p> <p>1.1.2. Keep under review the adequacy of the programmes and initiatives of the Authority with the goals and targets of the 2030 Agenda, in particular Sustainable Development Goal 14, and propose adjustments as necessary</p>
1.2	Establish and strengthen strategic alliances and partnerships with relevant subregional, regional and global organizations with a view to more effective cooperation in the conservation and sustainable use of ocean resources, consistent with the United Nations Convention on the Law of the Sea and international law, including the pooling of resources and funding, where appropriate, in particular in connection with marine scientific research, to avoid the duplication of efforts and to benefit from synergies	<p>1.2.1. Establish partnerships to foster cooperation with the United Nations, including through the UN-Oceans coordination mechanism, on matters of mutual interest, and provide relevant input and guidance</p> <p>1.2.2. Cooperate with the Intergovernmental Oceanographic Commission of the United Nations Educational, Scientific and Cultural Organization in the planning and implementation of the United Nations Decade of Ocean Science for Sustainable Development, in particular on matters relating to the conduct of marine scientific activities in the Area</p> <p>1.2.3. Establish partnerships to foster cooperation, consistent with the Convention and international law, with relevant international organizations on matters of mutual interest, and provide relevant input and guidance</p> <p>1.2.4. Consider problems of a general nature arising in relation to activities in the Area in a manner consistent with the Convention and international law and relevant to the role of the Authority</p> <p>1.2.5. Promote and raise awareness of the role and specific mandate of the Authority for the conservation and sustainable use of ocean resources and marine biodiversity</p>
1.3	Build a comprehensive and inclusive approach to the development of the common heritage for the benefit of mankind as a whole that balances the three pillars of sustainable development	<p>1.3.1. Ensure that activities in the Area are carried out for the benefit of mankind as a whole</p>

No.	Strategic direction	High-level action
1.4	Promote the effective and uniform implementation of the international legal regime of the Area, including the Authority's rules, regulations and procedures, and pay particular attention to the needs of developing States	<p>1.4.1. Actively engage with members to achieve the effective and uniform implementation of relevant legal instruments through State practice</p> <p>1.4.2. Identify specific challenges faced by developing States and recommend ways and means to address them</p>
1.5	Strengthen cooperation and coordination with other relevant international organizations and stakeholders in order to promote mutual "reasonable regard" between activities in the Area and other activities in the marine environment and to effectively safeguard the legitimate interests of members of the Authority and contractors, as well as other users of the marine environment	1.5.1. Promote and strengthen dialogue among States, relevant international organizations and stakeholders to foster the use of practical tools for mutual "reasonable regard" in order to accommodate activities in the Area and other activities in the marine environment
<b>2</b>	<b>Strengthen the regulatory framework for activities in the Area</b>	
2.1	Adopt rules, regulations and procedures covering all phases of deep sea mineral exploration and exploitation on the basis of best available information and in line with the policies, objectives, criteria, principles and provisions set out in the Convention and the 1994 Agreement relating to the implementation of Part XI of the United Nations Convention on the Law of the Sea of 10 December 1982	<p>2.1.1. Promote the development of rules, regulations and procedures covering all phases of deep sea mining activities</p> <p>2.1.2. Monitor and keep under review rules, regulations and procedures to ensure that they are consistent with the policies, objectives, criteria, principles and provisions set out in the Convention and the 1994 Agreement</p> <p>2.1.3. Clarify the roles and responsibilities of the various stakeholders involved, in particular among the Authority, sponsoring States and flag States</p>
2.2	Ensure that the rules, regulations and procedures governing mineral exploitation incorporate best practices for environmental management and are underpinned by sound commercial principles in order to promote investment on a "level playing field"	2.2.1. Keep under review rules, regulations and procedures governing mineral exploitation to ensure that they incorporate good industry practice and best practices for environmentally responsible management, in order to promote investment on a level playing field, and that the terms used are clear and consistent
2.3	Ensure that the legal framework for activities in the Area is adaptive and responsive to new technology, information and knowledge and advances in international law relating to the Area, in particular in connection with international law rules on responsibility and liability	<p>2.3.1. Monitor developments and keep under review the adequacy of the legal framework for activities in the Area</p> <p>2.3.2. Ensure that rules, regulations and procedures governing mineral exploitation reflect the establishment of an adaptive management system</p>
2.4	Ensure that the regulatory framework gives due consideration to and promotes the participation of developing States in activities in the Area in accordance with the Convention and the 1994 Agreement	2.4.1. Keep under review the regulatory framework to ensure that it gives due consideration to developing States and promotes their participation in activities in the Area

No.	Strategic direction	High-level action
2.5	Advance the development of the regulatory framework for activities in the Area, taking into account trends and developments relating to deep seabed mining activities, including objective analysis of world metal market conditions and metal prices, trends and prospects, through a predictable process with clear timelines, based on consensus, and that allows for stakeholder input in appropriate ways	2.5.1. Undertake regular assessments and analyses of trends and developments in deep seabed mining activities
2.6	Conduct a study of the potential impact of mineral production from the Area on the economies of developing land-based producers of those minerals that are likely to be most seriously affected, with a view to minimizing their difficulties and assisting them in their economic adjustment, taking into account the work done in this regard by the Preparatory Commission for the International Seabed Authority and for the International Tribunal for the Law of the Sea (1994 Agreement, annex, sect. 1 (5) (e)), and develop possible criteria for economic assistance	2.6.1. Identify the potential impact of mineral production from the Area on the economies of developing land-based producers and the development of possible criteria for economic assistance
<b>3</b>	<b>Protect the marine environment</b>	
3.1	Progressively develop, implement and keep under review an adaptive, practical and technically feasible regulatory framework, based on best environmental practices, for the protection of the marine environment from harmful effects which may arise from activities in the Area	<p>3.1.1. Develop the regulatory framework for the protection of the marine environment from harmful effects which may arise from activities in the Area</p> <p>3.1.2. Implement the regulatory framework for the protection of the marine environment from harmful effects which may arise from activities in the Area</p> <p>3.1.3. Keep under review the regulatory framework for the protection of the marine environment from harmful effects which may arise from activities in the Area</p> <p>3.1.4. Keep under review best environmental practices and monitor developments in best available techniques</p>
3.2	Develop, implement and keep under review regional environmental assessments and management plans for all mineral provinces in the Area where exploration or exploitation is taking place to ensure sufficient protection of the marine environment as required by, inter alia, article 145 and part XII of the Convention	<p>3.2.1. Develop regional environmental assessments and management plans for all mineral provinces in the Area where exploration or exploitation is taking place</p> <p>3.2.2. Facilitate the implementation, in cooperation with contractors, sponsoring States and other relevant stakeholders, of regional environmental management plans for all mineral provinces in the Area where exploration or exploitation is taking or will take place</p>

- | No. Strategic direction  | High-level action   |
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|  | <p>3.2.3. Keep under review the implementation of the regional environmental management plans, including with regard to the challenges and constraints identified therein, for all mineral provinces in the Area where exploration or exploitation is taking or will take place</p>   |
|  | <p>3.2.4. Encourage and facilitate strategic partnerships to support the work of the Authority in developing, implementing and keeping under review regional environmental assessment and management plans</p>  |
| <p>3.3 Ensure public access to environmental information, including environmental information from contractors, and participation by stakeholders, as appropriate</p>  | <p>3.3.1. Facilitate public access to non-confidential environmental information</p> <p>3.3.2. Encourage participation by stakeholders in the development and review of the regulatory framework adopted for the protection of the marine environment</p>   |
| <p>3.4 Develop scientifically and statistically robust monitoring programmes and methodologies to assess the potential risk for activities in the Area to interfere with the ecological balance of the marine environment</p>  | <p>3.4.1. Establish robust monitoring programmes and methodologies to assess the potential risks that activities in the Area interfere with the ecological balance of the marine environment</p> <p>3.4.2. Keep under review the adequacy of the monitoring programmes and methodologies</p> <p>3.4.3. Encourage and facilitate strategic partnerships to support the work of the Authority in developing robust monitoring programmes and methodologies</p>  |
| <p>3.5 Develop appropriate regulations, procedures, monitoring programmes and methodologies to prevent, reduce and control pollution and other hazards to the marine environment, as well as interference with the ecological balance of the marine environment, prevent damage to the flora and fauna of the marine environment and implement the relevant requirements relating to the protection of the marine environment as contained in part XII of the Convention</p> | <p>3.5.1. Monitor, through cooperation with contractors, sponsoring States and other stakeholders, pollution and hazards to the marine environment from seabed activities undertaken in the Area</p> <p>3.5.2. Keep under review regulations, procedures, monitoring programmes and methodologies to prevent, reduce and control pollution and other hazards to the marine environment, as well as interference with the ecological balance of the marine environment, to prevent damage to the flora and fauna of the marine environment</p> <p>3.5.3. Implement the relevant requirements relating to the protection of the marine environment as contained in part XII of the Convention</p> <p>3.5.4. Encourage and facilitate strategic partnerships to support the work of the Authority in developing regulations, procedures, monitoring programmes and methodologies</p> |

#### **4 Promote and encourage marine scientific research in the Area**

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| 4.1 | Continue to promote and encourage the conduct of marine scientific research with respect to activities in the Area, with particular emphasis on research related to the environmental effects of activities in the Area  | 4.1.1. | Actively promote and encourage the conduct of marine scientific research with respect to activities in the Area  |
|     |  | 4.1.2. | Promote and encourage research related to the environmental effects of activities in the Area  |
|     |  | 4.1.3. | Establish strategic alliances and partnerships with Governments, international organizations, contractors and other relevant stakeholders to advance research related to the environmental effects of activities in the Area   |
| 4.2 | Collect and disseminate the results of research and analysis, when available   | 4.2.1. | Enhance the collection, compilation, analysis and synthesis of the results of research and analysis, when available, in particular from contractors, including through the Authority's database as the principal repository for data and information related to the deep seabed and associated water column  |
|     |  | 4.2.2. | Ensure the dissemination of the results of research and analysis, when available, in a timely manner   |
| 4.3 | Strengthen and, as appropriate, establish strategic alliances and partnerships with relevant subregional, regional and global organizations, including the Intergovernmental Oceanographic Commission of the United Nations Educational, Scientific and Cultural Organization, the International Atomic Energy Agency and the International Hydrographic Organization and collaborative programmes such as the European Union joint programming initiative on healthy and productive seas and oceans, to share data and information in an open and transparent manner, avoid the duplication of efforts and benefit from synergies, for example, by aligning with the United Nations Decade of Ocean Science for Sustainable Development, which will address knowledge gaps to be identified by the First Global Integrated Marine Assessment (World Ocean Assessment I) | 4.3.1. | Establish and enhance partnerships for improved sharing of data and information  |
|     |  | 4.3.2. | Raise awareness of the Authority's database as the primary repository for data and information related to the deep seabed and associated water column, and its potential contribution to the advancement of global knowledge and understanding of the deep sea, including in the context of the United Nations Decade of Ocean Science for Sustainable Development |
|     |  | 4.3.3. | Build up, enhance and expand the Authority's database and facilitate the production of data analysis and synthesis through partnerships with various scientific partners   |
| 4.4 | Be proactive in engaging with the international scientific community through workshops and sponsored publications and by promoting access to non-confidential information and data, in particular those data relating to the marine environment  | 4.4.1. | Promote and strengthen partnerships with the international scientific community, including by involving it in workshops and technical publications   |
|     |  | 4.4.2. | Promote and facilitate access to non-confidential information and data, including those related to the marine environment  |

No.	Strategic direction	High-level action
4.5	Compile summaries of the status of environmental baseline data and develop a process to assess the environmental implications of activities in the Area (Convention, art. 165 (2) (d))	<p>4.5.1. Compile summaries of the status of environmental baseline data</p> <p>4.5.2. Develop processes to assess the environmental implications of activities in the Area and disseminate and publish, as appropriate, the results of any such assessment</p>
<b>5</b>	<b>Build capacity for developing States</b>	
5.1	Ensure that all capacity-building programmes and measures and their delivery are meaningful, tangible, efficient, effective and targeted at the needs of developing States, as identified by developing States	<p>5.1.1. Assist developing States, in particular small island developing States, least developed countries and land-locked developing countries, in identifying their needs</p> <p>5.1.2. Adjust capacity-building programmes as necessary to meet the needs of developing States</p> <p>5.1.3. Undertake regular assessments of the effectiveness and relevance of capacity-building programmes and initiatives implemented by the Authority</p>
5.2	Seek and maximize funding opportunities for the Endowment Fund for Marine Scientific Research in the Area and its beneficiaries, together with participation in global financing mechanisms	<p>5.2.1. Promote and strengthen partnerships with Governments, international organizations and the private sector to maximize funding opportunities and in-kind contributions for the Endowment Fund for Marine Scientific Research in the Area and its beneficiaries</p> <p>5.2.2. Participate in global financing mechanisms to foster funding opportunities for the Endowment Fund for Marine Scientific Research in the Area and its beneficiaries</p>
5.3	Enable capacity-building measures to be mainstreamed into relevant initiatives	<p>5.3.1. Promote, prioritize and implement capacity-building measures in all projects and activities, as far as practicable, implemented by the Authority, alone and in partnership, with an emphasis on the needs identified by developing States</p>
5.4	Build on the achievements of contractor training programmes and assess their long-term impact on capacity-building	<p>5.4.1. Undertake regular assessments of contractors' training programmes and their long-term impact on capacity-building</p> <p>5.4.2. Facilitate the adjustment of contractor training programmes to meet the needs of developing States</p>

## **6 Ensure fully integrated participation by developing States**

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| 6.1 | Continue to promote and seek opportunities for fully integrated participation by developing States in the implementation of the regime for the Area, paying special attention to the needs of land-locked and geographically disadvantaged States, small island developing States and the least developed countries | 6.1.1. | Develop measures to increase participation by developing States in the implementation of the regime for the Area  |
|     |   | 6.1.2. | Identify and address the needs of developing States in the implementation of the regime for the Area  |
| 6.2 | Undertake a review of the extent of the participation by developing States in the Area, identify and understand any specific barriers to such participation and address them accordingly, including through targeted outreach and partnerships  | 6.2.1. | Consult developing States members of the Authority to identify potential barriers to participation and devise mechanisms to address them  |
| 6.3 | In cooperation with States parties, initiate and promote measures providing opportunities to personnel from developing States for training in marine science and technology and for their full participation in activities in the Area (Convention, art. 144 (2) (b))   | 6.3.1. | Identify training opportunities for personnel from developing States in marine science and technology   |
|     |   | 6.3.2. | Actively promote partnerships with Governments, contractors and international organizations to maintain and develop training opportunities for personnel from developing States |
|     |   | 6.3.3. | Identify and develop measures to strengthen the role of women in deep seabed-related activities and, in particular, deep seabed research  |
| 6.4 | Carry out a detailed resource assessment of the reserved areas that are available to the Enterprise and developing States   | 6.4.1. | Update the resource assessment of the reserved areas as new data and information become available   |
| 6.5 | Identify possible approaches to the independent operation of the Enterprise in a way that meets the objectives of the Convention and the 1994 Agreement while taking into account that the Enterprise lacks capital and is limited to operating through joint ventures  | 6.5.1. | Identify possible approaches to the independent operation of the Enterprise, including procedures and criteria for joint venture operations                                     |

## **7 Ensure equitable sharing of financial and other economic benefits**

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| 7.1 | Adopt and apply in a transparent manner rules, regulations and procedures for the equitable sharing of financial and other economic benefits derived from activities in the Area | 7.1.1. | Develop and implement, on a non-discriminatory basis, rules, regulations and procedures for the equitable sharing of financial and other economic benefits derived from activities in the Area |
|     |  | 7.1.2. | Develop equitable sharing criteria for the benefits distributed through the Authority pursuant to article 82 (4) of the Convention   |

## 8 Improve the organizational performance of the Authority

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| 8.1 | Strengthen its institutional capacity and functioning through the allocation of sufficient resources and expertise to deliver its work programmes  | <p>8.1.1. Identify opportunities to strengthen management culture, reduce risk and introduce best practices through the planning, development and implementation of organizational reforms</p> <p>8.1.2. Develop and maintain a risk management framework</p> <p>8.1.3. Implement human resource policies that will attract and retain talents to strengthen the institutional capacity of the Authority</p> <p>8.1.4. Provide, as far as practicable, capacity development for staff to ensure that skills and aptitudes meet the evolution and emerging needs of member States</p> <p>8.1.5. Develop, implement, enhance, support and manage information systems and standard operating procedures in support of a knowledge- and information-based organization</p> <p>8.1.6. Explore the needs of the organs and subsidiary bodies of the Authority, as well as necessary institutional adjustments to their set-up and functioning, in line with the evolutionary approach, so that they may effectively discharge their respective responsibilities at the various stages of development of activities in the Area</p> |
| 8.2 | Ensure a fuller, more active and more informed participation by members of the Authority and other stakeholders through the adoption of working methods that are focused, targeted and effective and delivered under enhanced conditions of transparency and accountability, leading to a more inclusive approach to decision-making | <p>8.2.1. Further encourage the active participation of members and relevant stakeholders to achieve the Authority's mission objectives through cooperation and collaboration</p> <p>8.2.2. Implement and keep under review working methods and processes of the organs of the Authority</p>   |
| 8.3 | Keep work programmes and working methodologies under review such that they achieve the objectives set by members of the Authority within a reasonable time frame and in a cost-effective manner through improved planning and management   | <p>8.3.1. Adopt, implement and keep under review measures for the effective, efficient and transparent utilization and management of the Authority's resources</p>   |

No.	Strategic direction	High-level action
8.4	Assess long-term options for funding its operations	<p>8.4.1. Identify long-term options for the sustainable financing of the Authority's operations</p> <p>8.4.2. Undertake regular assessment of long-term options for financing the Authority's operations</p> <p>8.4.3. Actively promote and encourage contributions from Governments, international organizations, contractors and other stakeholders to develop and enhance the impact of the Authority's operations</p>
<b>9 Commit to transparency</b>		
9.1	Communicate information about its work in a timely and cost-effective manner	<p>9.1.1. Enhance the Authority's public outreach programme in a timely and cost-effective manner</p> <p>9.1.2. Raise awareness of the role of the Authority in global ocean governance and for the implementation of the 2030 Agenda, in a timely and cost-effective manner</p>
9.2	Ensure access to non-confidential information	<p>9.2.1. Promote and enhance the availability of, and access to, non-confidential information and, in particular, consider a wider dissemination of information, analysis and decisions relating to the work of the Authority, especially through the Authority's database</p>
9.3	Adopt clear, open and cost-effective working practices and procedures and ensure that the chain of responsibility and accountability of all relevant actors is fully understood and properly managed in the development, implementation and enforcement of technical, environmental, operational, scientific and safety regulations and standards for activities in the Area	<p>9.3.1. Raise awareness of the chain of responsibility and accountability among all stakeholders</p> <p>9.3.2. Develop clear, open and cost-effective working practices and procedures to ensure that the chain of responsibility and accountability is properly managed in the development, implementation and enforcement of technical, environmental, operational, scientific and safety regulations and standards for activities in the Area</p> <p>9.3.3. Keep under review the effectiveness of working practices and procedures</p>
9.4	Build a stakeholder communications and consultation strategy and platform which facilitates open, meaningful and constructive dialogue, including on stakeholder expectations	<p>9.4.1. Promote the adoption of a communications and stakeholders' engagement strategy</p> <p>9.4.2. Actively engage relevant stakeholders in the work of the Authority, as appropriate</p>

## Annex II

## High-level actions and related outputs

<i>Outputs for 2019–2023</i>						
<i>No.</i>	<i>High-level action</i>	<i>Description</i>	<i>Time frame for completion</i>	<i>Organs responsible</i>	<i>Associated organs</i>	<i>Coordinating organs</i>
<b>Strategic direction 1: realize the role of the Authority in a global context</b>						
1.1.1	Adjust its programmes and initiatives to contribute effectively to the achievement of goals and targets of the 2030 Agenda for Sustainable Development, in particular Sustainable Development Goal 14	Report on programmes and initiatives contributing to the achievement of relevant goals and targets of Agenda 2030	Annual	Secretariat	Assembly	
1.1.2	Keep under review the adequacy of the programmes and initiatives of the Authority with the goals and targets of the 2030 Agenda, in particular Sustainable Development Goal 14, and propose adjustments as necessary	Assess and review the programmes and initiatives of the Authority against relevant goals and targets of Agenda 2030	Biennial	Secretariat	Assembly	
1.2.1	Establish partnerships to foster cooperation with the United Nations including through the UN-Oceans coordination mechanism, on matters of mutual interest, and provide relevant input and guidance	(a) Report on the contribution of the Authority to the work of the United Nations on matters of mutual interest	Annual	Assembly	Secretariat	
		(b) Consider requests for observer status from international organizations in accordance with rule 82 (1) (d) of the rules of procedure of the Assembly	Annual	Assembly		
		(c) Explore opportunities for establishing a memorandum of understanding or any other relevant agreement to foster cooperation between the Authority and the United Nations	Annual	Assembly	Secretariat	

*Outputs for 2019–2023*

<i>No.</i>	<i>High-level action</i>	<i>Description</i>	<i>Time frame for completion</i>	<i>Organs responsible</i>	<i>Associated organs</i>	<i>Coordinating organs</i>
1.2.2	Cooperate with the Intergovernmental Oceanographic Commission of the United Nations Educational, Scientific and Cultural Organization in the planning and implementation of the United Nations Decade of Ocean Science for Sustainable Development, in particular on matters relating to the conduct of marine scientific activities in the Area	Make an effective contribution to the planning of activities during the United Nations Decade of Ocean Science for Sustainable Development and ensure that appropriate attention is given to the need to promote international cooperation for marine scientific research in the Area	2020	Assembly	Secretariat	
1.2.3	Establish partnerships to foster cooperation, consistent with the Convention and international law, with relevant international organizations on matters of mutual interest, and provide relevant input and guidance	(i) Report on the contribution of the Authority to the work of relevant international and regional organizations	Annual	Secretariat		
		(ii) Consider requests for observer status from international organizations in accordance with rule 82 (1) (c) and (d) of the rules of procedure of the Assembly	Annual	Assembly		
		(iii) Explore opportunities for memorandums of understanding or other cooperative arrangements to foster cooperation between the Authority and international and regional organizations	Annual	Secretariat		
1.2.4	Consider problems of a general nature arising in relation to activities in the Area in a manner consistent with the Convention and international law and relevant to the role of the Authority	Provide advice and guidance on issues relevant to the mandate of the Authority and the implementation of relevant legal instruments	Continuous	Assembly	Secretariat	

<i>Outputs for 2019–2023</i>						
<i>No.</i>	<i>High-level action</i>	<i>Description</i>	<i>Time frame for completion</i>	<i>Organs responsible</i>	<i>Associated organs</i>	<i>Coordinating organs</i>
1.2.5	Promote and raise awareness of the role and specific mandate of the Authority for the conservation and sustainable use of ocean resources and marine biodiversity	<p>(i) Participate and contribute to the discussions at the intergovernmental conference on an international legally binding instrument under the United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction convened pursuant to resolution <a href="#">72/249</a> of the United Nations General Assembly, with a view to raising awareness of the mandate and role of the Authority</p> <p>(ii) Report on the contribution of the Authority to the discussions at the intergovernmental conference on an international legally binding instrument under the Convention on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction and highlight elements of particular interest or of potential concern in relation to the existing legal regime for the Area and the mandate of the Authority</p> <p>(iii) Increase general awareness and understanding of the legal regime through which the Authority contributes to the conservation and sustainable use of ocean resources and their associated marine biodiversity</p>	Continuous	Secretariat		
			Annual	Assembly	Secretariat	
			Continuous	Secretariat		

<i>Outputs for 2019–2023</i>						
<i>No.</i>	<i>High-level action</i>	<i>Description</i>	<i>Time frame for completion</i>	<i>Organs responsible</i>	<i>Associated organs</i>	<i>Coordinating organs</i>
1.3.1	Ensure that activities in the Area are carried out for the benefit of mankind as a whole	No output against this action	Continuous	Assembly		
1.4.1	Actively engage with members to achieve the effective and uniform implementation of relevant legal instruments through State practice	(i) Promote and encourage the ratification of or accession to the 1994 Agreement	Continuous	Assembly		
		(ii) Promote and encourage the ratification of or accession to the Protocol on the Privileges and Immunities of the Authority	Continuous	Assembly	Secretariat	
		(iii) Report on the status of national legislation relating to deep seabed mining and related matters	Continuous	Council	Secretariat	
1.4.2	Identify specific challenges faced by developing States and recommend ways and means to address them	(i) Report on the specific challenges faced by developing States in implementing relevant international legal instruments governing activities in the Area	Continuous	Assembly	Secretariat	
		(ii) Recommend specific measures to address specific challenges that have been identified	Continuous	Assembly	Secretariat	
1.5.1	Promote and strengthen dialogue among States, relevant international organizations and stakeholders to foster the use of practical tools for mutual “reasonable regard” in order to accommodate activities in the Area and other activities in the marine environment	Develop practical tools to facilitate the implementation of “reasonable regard”	Continuous	Assembly	Council and Legal and Technical Commission	

<i>Outputs for 2019–2023</i>						
<i>No.</i>	<i>High-level action</i>	<i>Description</i>	<i>Time frame for completion</i>	<i>Organs responsible</i>	<i>Associated organs</i>	<i>Coordinating organs</i>
<b>Strategic direction 2: strengthen the regulatory framework for activities in the Area</b>						
2.1.1	Promote the development of rules, regulations and procedures covering all phases of deep sea mining activities	(i) Facilitate the review of inputs from the Council and comments from stakeholders on the draft regulations on exploitation	Continuous	Council	Secretariat	
		(ii) Facilitate consultation on and a review of available options to be taken into consideration for deciding on the financial model	Continuous	Secretariat	Council	Finance Committee and Legal and Technical Commission
		(iii) Review a possible operating framework for the review, development and integration of standards and guidelines	Continuous	Secretariat	Council	Legal and Technical Commission
		(iv) Submit revised draft regulations on exploitation for consideration by the Council	Continuous	Secretariat	Council	
2.1.2	Monitor and keep under review rules, regulations and procedures to ensure that they are consistent with the policies, objectives, criteria, principles and provisions set out in the Convention and the 1994 Agreement	(i) Review and report on cases of non-compliance by contractors	Continuous	Secretariat	Council	Legal and Technical Commission
		(ii) Recommend measures to promote the compliance of contractors in future	2019	Council	Secretariat	Legal and Technical Commission
2.1.3	Clarify the roles and responsibilities of the various stakeholders involved, in particular among the Authority, sponsoring States and flag States	Conduct a study on the roles and responsibilities of the various stakeholders involved	2021	Assembly	Council	Secretariat
2.2.1	Keep under review rules, regulations and procedures governing mineral exploitation to ensure that they incorporate good	No output against this action	Continuous	Council	Legal and Technical Commission	

<i>Outputs for 2019–2023</i>						
<i>No.</i>	<i>High-level action</i>	<i>Description</i>	<i>Time frame for completion</i>	<i>Organs responsible</i>	<i>Associated organs</i>	<i>Coordinating organs</i>
		industry practice and best practices for environmentally responsible management, in order to promote investment on a level playing field, and that the terms used are clear and consistent				
2.3.1	Monitor developments and keep under review the adequacy of the legal framework for activities in the Area	(i) Undertake the periodic review of the international regime for the Area set out in article 154 of the Convention	2022	Assembly		
		(ii) Make recommendations based on the findings of the periodic review to achieve improvements in the operation of the regime	2022	Assembly		
2.3.2	Ensure that rules, regulations and procedures governing mineral exploitation reflect the establishment of an adaptive management system	No output against this action	2020	Assembly	Council	
2.4.1	Keep under review the regulatory framework to ensure that it gives due consideration to developing States and promotes their participation in activities in the Area	No output against this action	Continuous	Assembly		
2.5.1	Undertake regular assessments and analyses of trends and developments in deep seabed mining activities	Consider the findings of the assessments and analyses of trends and developments in deep seabed mining activities	2023	Council	Secretariat	
2.6.1	Identify the potential impact of mineral production from the Area on the economies of developing land-based producers and the development of possible criteria for economic assistance	Conduct a study on the potential impact of mineral production from the Area on the economies of developing land-based producers	2020	Secretary	Council	Legal and Technical Commission

<i>Outputs for 2019–2023</i>						
<i>No.</i>	<i>High-level action</i>	<i>Description</i>	<i>Time frame for completion</i>	<i>Organs responsible</i>	<i>Associated organs</i>	<i>Coordinating organs</i>
<b>Strategic direction 3: protect the marine environment</b>						
3.1.1	Develop the regulatory framework for the protection of the marine environment from harmful effects which may arise from activities in the Area	(i) Review the application of the precautionary approach to activities in the Area	2019	Council and Legal and Technical Commission	Secretariat	
		(ii) Develop a mechanism for the involvement and selection of independent competent experts under the draft regulations on exploitation	2019	Council	Secretariat	Legal and Technical Commission
		(iii) Develop guidance for contractors on the establishment of impact and preservation reference zones	2020	Legal and Technical Commission	Council	
		(iv) Consider an outline inspection mechanism, including for the appointment of inspectors	2019	Council		
3.1.2	Implement the regulatory framework for the protection of the marine environment from harmful effects which may arise from activities in the Area	Develop a mechanism and procedure for the independent review of environmental plans and performance assessments under the draft regulations on exploitation	2019	Council	Legal and Technical Commission	Secretariat
3.1.3	Keep under review the regulatory framework for the protection of the marine environment from harmful effects which may arise from activities in the Area	Review annual reports submitted by contractors	Continuous	Council	Secretariat	
3.1.4	Keep under review best environmental practices and monitor developments in best available techniques	No output against this action	Continuous	Council	Legal and Technical Commission	

No.	High-level action	Description	Outputs for 2019–2023			
			Time frame for completion	Organs responsible	Associated organs	Coordinating organs
3.2.1	Develop regional environmental assessments and management plans for all mineral provinces in the Area where exploration or exploitation is taking place	(i) Implementation of the Authority's strategy for the development of regional environmental management plans	2020	Council	Secretariat	
		(ii) Develop and implement a standardized approach for the design and development of regional environmental management plans	2020	Secretariat	Council	
		(iii) Report on progress with the implementation of the Authority's programme for regional environmental management plans	Annual	Secretariat	Council	Legal and Technical Commission
		(iv) Prepare regional environmental assessments compiling relevant scientific information in support of the development of regional environmental management plans	2020	Legal and Technical Commission	Council	
		(v) Adopt regional environmental management plans for all mineral provinces where exploration and exploitation are taking place	2023	Council	Legal and Technical Commission	
3.2.2	Facilitate the implementation, in cooperation with contractors, sponsoring States and other relevant stakeholders, of regional environmental management plans for all mineral provinces in the Area where exploration or exploitation is taking or will take place	No output against this action	2023	Council	Assembly	Legal and Technical Commission and secretariat

No.	High-level action	Description	Outputs for 2019–2023			
			Time frame for completion	Organs responsible	Associated organs	Coordinating organs
3.2.3	Keep under review the implementation of the regional environmental management plans, including with regard to the challenges and constraints identified therein, for all mineral provinces in the Area where exploration or exploitation is taking or will take place	(i) Review the implementation of the environmental management plans for the Clarion-Clipperton Fracture Zone	2023	Council	Legal and Technical Commission	Secretariat
		(ii) Recommend specific measures to address issues identified in the review of regional environmental management plans	2023	Legal and Technical Commission	Council	Secretariat
		(iii) Review the effectiveness of existing areas of particular environmental interest and consider the designation of additional areas	2020	Legal and Technical Commission	Council	Secretariat
3.2.4	Encourage and facilitate strategic partnerships to support the work of the Authority in developing, implementing and keeping under review regional environmental assessment and management plans	No output against this action	Continuous	Assembly	Council	
3.3.1	Facilitate public access to non-confidential environmental information	(i) Develop procedures and mechanisms to facilitate access to non-confidential environmental information	2019	Secretariat		
		(ii) Ensure the availability of and access to non-confidential environmental information through the Authority's database	Continuous	Secretariat		
3.3.2	Encourage participation by stakeholders in the development and review of the regulatory framework adopted for the protection of the marine environment	(i) Develop procedures and mechanisms to facilitate the consultation of stakeholders	2020	Secretariat	Council and Legal and Technical Commission	
		(ii) Ensure the availability on the Authority's website of the	Continuous	Secretariat		

## Outputs for 2019–2023

No.	High-level action	Description	Time frame for completion	Organs responsible	Associated organs	Coordinating organs
		submissions received from all stakeholders in response to the public consultation on the draft regulations on exploitation				
3.4.1	Establish robust monitoring programmes and methodologies to assess the potential risks that activities in the Area interfere with the ecological balance of the marine environment	(i) Develop recommendations for the guidance of contractors for testing mining components or other activities requiring an environmental impact assessment during exploration	2019	Legal and Technical Commission	Council	
		(ii) Develop recommendations for the guidance of contractors on the process to be followed for conducting an environmental impact assessment of a mining test	2019	Legal and Technical Commission	Council	
3.4.2	Keep under review the adequacy of the monitoring programmes and methodologies	(i) Review environmental impact assessments for testing collector components in the exploitation areas	2019	Legal and Technical Commission	Council	Secretariat
		(ii) Review the recommendations for the guidance of contractors for the assessment of the possible environmental impacts arising from exploration for marine minerals in the Area	2019	Legal and Technical Commission		
3.4.3	Encourage and facilitate strategic partnerships to support the work of the Authority in developing robust monitoring programmes and methodologies	No output against this action	Continuous	Assembly	Council	
3.5.1	Monitor, through cooperation with contractors, sponsoring States and other stakeholders, pollution and hazards to the marine environment from seabed activities undertaken in the Area	(i) Develop standards and guidelines for monitoring and ensuring the conduct of risk assessments	2022	Legal and Technical Commission	Council	Secretariat

<i>Outputs for 2019–2023</i>						
<i>No.</i>	<i>High-level action</i>	<i>Description</i>	<i>Time frame for completion</i>	<i>Organs responsible</i>	<i>Associated organs</i>	<i>Coordinating organs</i>
		(ii) Periodically issue a publicly available environmental quality status report on mineral provinces where exploration is taking place	2023	Legal and Technical Commission	Council	Secretariat
3.5.2	Keep under review regulations, procedures, monitoring programmes and methodologies to prevent, reduce and control pollution and other hazards to the marine environment, as well as interference with the ecological balance of that environment; to prevent damage to the flora and fauna of the marine environment	No output against this action	Continuous	Legal and Technical Commission	Council	
3.5.3	Implement the relevant requirements relating to the protection of the marine environment as contained in part XII of the Convention	Compile relevant guidelines on the development and management of marine protected areas beyond national jurisdictions	2019	Secretariat	Legal and Technical Commission	
3.5.4	Encourage and facilitate strategic partnerships to support the work of the Authority in developing regulations, procedures, monitoring programmes and methodologies	No output against this action	Continuous	Assembly	Council	
<b>Strategic direction 4: promote and encourage marine scientific research in the Area</b>						
4.1.1	Actively promote and encourage the conduct of marine scientific research with respect to activities in the Area	Build collaborative initiatives to strengthen marine scientific research infrastructure in the Area	Continuous	Assembly	Council and secretariat	
4.1.2	Promote and encourage research related to the environmental effects of activities in the Area	Facilitate long-term observation programmes for monitoring the environment and the development of environmentally sound technology in the Area	Continuous	Assembly		

<i>Outputs for 2019–2023</i>					
<i>No.</i>	<i>High-level action</i>	<i>Description</i>	<i>Time frame for completion</i>	<i>Organs responsible</i>	<i>Coordinating organs</i>
4.1.3	Establish strategic alliances and partnerships with Governments, international organizations, contractors, and other relevant stakeholders to advance research related to the environmental effects of activities in the Area	Create a collaborative network of scientific institutions to support the collection, analysis and archiving of environmental information and the development of long-term observation systems	2019	Secretariat	
4.2.1	Enhance the collection, compilation, analysis and synthesis of research results and analysis, when available, in particular from contractors, including through the Authority's database as the principal repository for data and information related to the deep seabed and associated water column	Facilitate standardized approaches for taxonomic identification among contractors	2020	Secretariat	
4.2.2	Ensure the dissemination of research results and analysis, when available, in a timely manner	(i) Collect and disseminate environmental baseline data collected by contractors	2019	Secretariat	
		(ii) Implement the Authority's data management strategy	2019	Secretariat	
		(iii) Expand taxonomic atlases for deep seabed and water column organisms	Continuous	Secretariat	
4.3.1	Establish and enhance partnerships for improved sharing of data and information	Integrate non-confidential environmental information with the Ocean Biogeographic Information System of the Intergovernmental Oceanographic Commission of the United Nations Educational, Scientific and Cultural Organization	2019	Council	Secretariat

No.	High-level action	Description	Outputs for 2019–2023		
			Time frame for completion	Organs responsible	Coordinating organs
4.3.2	Raise awareness of the Authority's database as the primary repository for data and information related to the deep seabed and associated water columns, and its potential contribution to the advancement of global knowledge and understanding of the deep sea, including in the context of the United Nations Decade of Ocean Science for Sustainable Development	Launch the Authority's database	2019	Secretariat	
4.3.3	Build-up, enhance and expand the Authority's database and facilitate the production of data analysis and synthesis, through partnerships with various scientific partners	Develop data visualization tools for multiple stakeholders	Continuous	Secretariat	
4.4.1	Promote and strengthen partnerships with the international scientific community, including by involving it in workshops and technical publications	Co-organize workshops on the synthesis of scientific and environmental data and information and the assessment of data gaps from different mineral provinces	2019	Secretariat	
4.4.2	Promote and facilitate access to non-confidential information and data, including those related to the marine environment	Request data from external users	2019	Secretariat	
4.5.1	Compile summaries of the status of environmental baseline data	Perform periodic (five-year) reviews of the status of environmental baseline data	2023	Legal and Technical Commission	Secretariat
4.5.2	Develop processes to assess the environmental implications of activities in the Area and disseminate and publish, as appropriate, the results of any such assessment	Publish technical reports on the environmental risk assessments of activities in the Area	2020	Secretariat	

*Outputs for 2019–2023*

<i>No.</i>	<i>High-level action</i>	<i>Description</i>	<i>Time frame for completion</i>	<i>Organs responsible</i>	<i>Associated organs</i>	<i>Coordinating organs</i>
<b>Strategic direction 5: build capacity for developing States</b>						
5.1.1	Assist developing States, in particular small island developing States, least developed countries and land-locked developing countries, in identifying their needs	(i) Report on initiatives developed to facilitate the identification of the needs of developing States	2020	Secretariat		
		(ii) Collect input on the identification of the emerging needs of developing States, in particular small island developing States, least developed countries and land-locked developing countries	2020	Secretariat		
		(iii) Develop a capacity-building strategy for the Authority that addresses the needs identified by developing States	2020	Secretariat	Assembly	
5.1.2	Adjust capacity-building programmes as necessary to meet the needs of developing States	(i) Make adjustments to address the needs identified by developing States	2020	Secretariat		
		(ii) Recommend specific measures to address the needs identified by developing States	2020	Secretariat		
5.1.3	Undertake regular assessments of the effectiveness and relevance of capacity-building programmes and initiatives implemented by the Authority	(i) Report on key findings of the assessments undertaken	2020	Secretariat	Assembly	
		(ii) Recommend specific measures to improve the delivery of capacity-building programmes and measures implemented by the Authority	2020	Secretariat	Assembly	

<i>Outputs for 2019–2023</i>						
<i>No.</i>	<i>High-level action</i>	<i>Description</i>	<i>Time frame for completion</i>	<i>Organs responsible</i>	<i>Associated organs</i>	<i>Coordinating organs</i>
5.2.1	Promote and strengthen partnerships with Governments, international organizations and the private sector to maximize funding opportunities and in-kind contributions for the Endowment Fund for Marine Scientific Research in the Area and its beneficiaries	Report on partnerships established to maximize funding opportunities for the Endowment Fund for Marine Scientific Research in the Area and its beneficiaries	Annual	Secretariat	Assembly	
5.2.2	Participate in global financing mechanisms to foster funding opportunities for the Endowment Fund for Marine Scientific Research in the Area and its beneficiaries	No output against this action	Continuous	Secretariat		
5.3.1	Promote, prioritize and implement capacity-building measures in all projects and activities, as far as practicable, implemented by the Authority, alone and in partnership, with an emphasis on the needs identified by developing States	(i) Ensure the dissemination of and access to all information on capacity-building opportunities on the Authority's website	Continuous	Secretariat		
		(ii) Ensure that all the Authority's projects and activities, as far as practicable, contain a dedicated capacity-building component	Continuous	Secretariat		
		(iii) Develop and implement measures and process that ensure the selection of the best qualified candidates	Continuous	Secretariat		Legal and Technical Commission
		(iv) Promote and develop excellence in deep sea research among young scientists and researchers from developing States through the Secretary-General's awards	Continuous	Secretariat		
5.4.1	Undertake regular assessments of contractors' training programmes and their long-term impact on capacity-building	(i) Analyse the long-term impact of the contractors' training programmes	2020	Secretariat	Assembly	Legal and Technical Commission

<i>Outputs for 2019–2023</i>						
<i>No.</i>	<i>High-level action</i>	<i>Description</i>	<i>Time frame for completion</i>	<i>Organs responsible</i>	<i>Associated organs</i>	<i>Coordinating organs</i>
		(ii) Recommend measures to improve the impact of the contractors' training programmes	2020	Secretariat	Assembly	Legal and Technical Commission
5.4.2	Facilitate the adjustment of contractor training programmes to meet the needs of developing States	(i) Identify, in partnership with contractors, options for the adjustment of their contractors' training programmes	2021	Secretariat	Assembly	Legal and Technical Commission
		(ii) Develop cost-effective measures to improve the delivery of the contractors' training programmes	2020	Secretariat	Council	Legal and Technical Commission
<b>Strategic direction 6: ensure fully integrated participation by developing States</b>						
6.1.1	Develop measures to increase participation by developing States in the implementation of the regime for the Area	(i) Identify measures to increase the participation of developing States in the work of the Authority	2020	Secretariat	Assembly	
		(ii) Identify measures to increase the participation of developing States in marine scientific programmes carried out in the Area	2020	Secretariat	Assembly	
6.1.2	Identify and address the needs of developing States in the implementation of the regime for the Area	(i) Identify the needs of developing States for ensuring an effective and efficient implementation of the regime for the Area	2023	Assembly		
		(ii) Identify measures to improve the implementation of the regime for the Area by developing States	2023	Assembly		
6.2.1	Consult developing States members of the Authority to identify potential barriers to participation and devise mechanisms to address them	(i) Organize consultations with developing States members of the Authority with a view to identifying potential barriers to their participation in activities in the Area	2020	Secretariat	Assembly	

		<i>Outputs for 2019–2023</i>				
<i>No.</i>	<i>High-level action</i>	<i>Description</i>	<i>Time frame for completion</i>	<i>Organs responsible</i>	<i>Associated organs</i>	<i>Coordinating organs</i>
		(ii) Report on potential mechanisms identified to remove the barriers that stop developing States members of the Authority from participating fully in activities in the Area	2020	Secretariat	Assembly	
6.3.1	Identify training opportunities for personnel from developing States in marine science and technology	(i) Develop a network of entities providing training opportunities for personnel from developing States	2020	Secretariat		
		(ii) Promote and facilitate the establishment of regional centres of excellence for strengthening capacities in developing States	Continuous	Assembly	Secretariat	
		(iii) Establish and maintain a database of trainees from developing States who have benefited from training opportunities	Continuous	Secretariat		Legal and Technical Commission
6.3.2	Actively promote partnerships with Governments, contractors and international organizations to maintain and develop training opportunities for personnel from developing States	(i) Facilitate the selection of qualified candidates for training programmes under plans of work	Continuous	Secretariat	Legal and Technical Commission	Council
		(ii) Report on the implementation of training programmes	Continuous	Secretariat	Legal and Technical Commission	
6.3.3	Identify and develop measures to strengthen the role of women in deep seabed-related activities and, in particular, deep seabed research	Report on the measures identified or developed that could be implemented by the Authority to strengthen the role of women in deep sea research	2020	Secretariat	Assembly	
6.4.1	Update the resource assessment of the reserved areas as new data and information become available	Report on detailed resource assessments of the reserved areas that are available to the Enterprise and developing States	2020	Secretariat		

<i>Outputs for 2019–2023</i>						
<i>No.</i>	<i>High-level action</i>	<i>Description</i>	<i>Time frame for completion</i>	<i>Organs responsible</i>	<i>Associated organs</i>	<i>Coordinating organs</i>
6.5.1	Identify possible approaches to the independent operation of the Enterprise, including procedures and criteria for joint venture operations	(i) Commission a study on the operationalization of the Enterprise	2019	Secretariat	Assembly and Council	Legal and Technical Commission
		(ii) Commission a report from the designated Special Representative of the Secretary-General for the Enterprise on the proposal by the Government of Poland for a joint venture with the Enterprise	2019	Secretariat	Council	
		(iii) Facilitate the development of a business proposal to facilitate the operation of a joint venture	2019	Secretariat	Council	
		(iv) Establish a voluntary trust fund for the purpose of providing the funds necessary for the work of the Special Representative of the Secretary-General for the Enterprise	2019	Secretariat	Council	
<b>Strategic direction 7: ensure equitable sharing of financial and other economic benefits</b>						
7.1.1	Develop and implement, on a non-discriminatory basis, rules, regulations and procedures for the equitable sharing of financial and other economic benefits derived from activities in the Area	Conduct a study on the equitable sharing of financial and other economic benefits from deep seabed mining	2019	Secretariat	Finance Committee	
7.1.2	Develop equitable sharing criteria for benefits distributed through the Authority pursuant to article 82 (4) of the Convention	No output against this action	2019	Assembly	Finance Committee	
<b>Strategic direction 8: improve the organizational performance of the Authority</b>						
8.1.1	Identify opportunities to strengthen management culture, reduce risk and introduce best practices through the planning, development and implementation of organizational reforms	(i) Develop the high-level action plan of the Authority	2019	Secretariat	Assembly	

No.	High-level action	Description	Outputs for 2019–2023			
			Time frame for completion	Organs responsible	Associated organs	Coordinating organs
		(ii) Develop the secretariat's business plan	2020	Secretariat		
		(iii) Develop and maintain a good working environment based on a strong management culture	Continuous	Secretariat		
		(iv) Ensure excellence in the provision of administrative services by the Authority	Continuous	Secretariat		
		(v) Ensure compliance with United Nations security and safety policies	Continuous	Secretariat		
		(vi) Recommend an alternative methodology benefiting from the ongoing implementation of the International Public Sector Accounting Standards in the accounting of the secretariat	2019	Secretariat	Finance Committee	
		(vii) Report the exact cost for supervising and administering the contracts for exploration	Continuous	Secretariat	Assembly, Council and Finance Committee	
8.1.2	Develop and maintain a risk management framework	(i) Review the secretariat's risk management exercise for the biennium 2019–2020	2020	Secretariat		
		(ii) Establish a risk register and business continuity plan for the Authority	2020	Secretariat		
8.1.3	Implement human resource policies that will attract and retain talents to strengthen the institutional capacity of the Authority	Ensure the performance of the recruitment process	Continuous	Secretariat		

<i>Outputs for 2019–2023</i>						
<i>No.</i>	<i>High-level action</i>	<i>Description</i>	<i>Time frame for completion</i>	<i>Organs responsible</i>	<i>Associated organs</i>	<i>Coordinating organs</i>
8.1.4	Provide, as far as practicable, capacity development for staff to ensure that skills and aptitudes meet the evolution and emerging needs of member States	(i) Enhance the Authority's capacity through professional development and learning	Continuous	Secretariat		
		(ii) Allocate the resources necessary to support capacity development for staff	2020	Assembly	Finance Committee	
8.1.5	Develop, implement, enhance, support and manage information systems and standard operating procedures in support of a knowledge- and information-based organization	(i) Develop, implement and keep under review the communications and information technology services to ensure the efficient delivery of services by the Authority	Continuous	Secretariat		
		(ii) Endorse a proposal for the development, maintenance and enhancement of the communications and information technology services (e.g., secured access and website)	2020	Council	Finance Committee	
8.1.6	Explore the needs of the organs and subsidiary bodies of the Authority, as well as necessary institutional adjustments to their set-up and functioning, in line with the evolutionary approach, so that they may effectively discharge their respective responsibilities at the various stages of development of activities in the Area	Issue a report identifying the needs and the adjustments necessary to accompany the evolution of the Authority	Annual	Assembly	Secretary	
8.2.1	Further encourage the active participation of members and relevant stakeholders to achieve the Authority's mission objectives through cooperation and collaboration	(i) Develop and keep under review guidelines and criteria for the application process for and the participation of observers	2019	Assembly	Secretariat	
		(ii) Develop measures and mechanisms to encourage contributions by members and relevant stakeholders to the programmes, projects and initiatives of the Authority	Continuous	Secretariat		

<i>Outputs for 2019–2023</i>						
<i>No.</i>	<i>High-level action</i>	<i>Description</i>	<i>Time frame for completion</i>	<i>Organs responsible</i>	<i>Associated organs</i>	<i>Coordinating organs</i>
8.2.2	Implement and keep under review working methods and processes of the organs of the Authority	(i) Issue a report of the Secretary-General on the implementation of the decision of the Council	Annual	Secretariat		
		(ii) Issue a report of the Chair of the Legal and Technical Commission on the work of the Commission	Annual	Legal and Technical Commission		
		(iii) Review the Staff Regulations and Rules of the Authority, as needed, to follow the recommendations of the International Civil Service Commission	Continuous	Assembly		Secretariat
		(iv) Review the financial rules and regulations, as needed	Continuous	Assembly and Council	Finance Committee	Secretariat
		(v) Revise the guidelines on the organization and method of work, as needed	Continuous	Secretariat		
8.3.1	Adopt, implement and keep under review measures for the effective, efficient and transparent utilization and management of the Authority's resources	(i) Ensure proactive communication and engagement with member States on the status of assessed contributions	Continuous	Secretariat		
		(ii) Ensure the timely submission of financial reports	Continuous	Secretariat	Finance Committee	Assembly and Council
		(iii) Report on the status of the various voluntary trust funds	Continuous	Secretariat	Finance Committee	Assembly and Council
		(iv) Introduce a result-based budget	2020	Secretariat	Finance Committee	
		(v) Issue a report, with recommendations, of the Finance Committee	Continuous	Finance Committee	Council	Assembly

						<i>Outputs for 2019–2023</i>		
<i>No.</i>	<i>High-level action</i>	<i>Description</i>	<i>Time frame for completion</i>	<i>Organs responsible</i>	<i>Associated organs</i>	<i>Coordinating organs</i>		
8.4.1	Identify long-term options for the sustainable financing of the Authority's operations	(i) Provide an analysis and recommendations on the long-term options for the sustainable financing of the Authority's operations	2020	Finance Committee				
		(ii) Develop a resource mobilization strategy for the Authority	2020	Secretariat				
8.4.2	Undertake regular assessment of long-term options for financing the Authority's operations	Report on potential long-term options for financing the Authority's operations	2020	Secretariat	Assembly, Council and Finance Committee			
8.4.3	Actively promote and encourage contributions from Governments, international organizations, contractors and other stakeholders to develop and enhance the impact of the Authority's operations	Report on strategic partnerships established to support the Authority's programmes and activities	Annual	Secretariat	Assembly			
<b>Strategic direction 9: Commit to transparency</b>								
9.1.1	Enhance the Authority's public outreach programme in a timely and cost-effective manner	(i) Organize informational workshops to raise awareness of the Authority's role and mandate, as well as of benefits associated with the sustainable development of deep seabed resources	Continuous	Secretariat				
		(ii) Develop communications tools (e.g., briefing papers and technical studies) to support outreach activities	Continuous	Secretariat				
		(iii) Develop communications activities to celebrate 25 years of contribution by the Authority to the implementation of the Convention, the strengthening of ocean governance and the implementation of the sustainable development agenda	2019	Secretariat				

		<i>Outputs for 2019–2023</i>			
<i>No.</i>	<i>High-level action</i>	<i>Description</i>	<i>Time frame for completion</i>	<i>Organs responsible</i>	<i>Associated organs</i> <i>Coordinating organs</i>
		(iv) Report on the activities undertaken by the Authority to increase public outreach	Annual	Secretariat	Assembly
9.1.2	Raise awareness of the role of the Authority in global ocean governance and for the implementation of the 2030 Agenda, in a timely and cost-effective manner	Strategically position the Authority in international meetings and forums to raise awareness of its role in global ocean governance and the implementation of the 2030 Agenda	Continuous	Secretariat	
9.2.1	Promote and enhance the availability of, and access to, non-confidential information and, in particular, consider a wider dissemination of information, analyses and decisions relating to the work of the Authority especially through the Authority's database	(i) Explore with contractors the possibility for making contracts for exploration and associated programmes of activities publicly available	2019	Council	Secretariat
		(ii) Develop a new website of the Authority that meets the needs of member States and other relevant stakeholders	2019	Secretariat	
		(iii) Ensure that the Authority's website is regularly updated and provides information in a timely manner	Continuous	Secretariat	
		(iv) Ensure the publication of workshop reports and technical studies in a timely and effective manner	Continuous	Secretariat	
		(v) Maintain and develop the Satya N. Nandan Library as a primary source for information on deep seabed mining and the law of the sea	Continuous	Secretariat	
9.3.1	Raise awareness of the chain of responsibility and accountability among all stakeholders	No output against this action			

<i>Outputs for 2019–2023</i>						
<i>No.</i>	<i>High-level action</i>	<i>Description</i>	<i>Time frame for completion</i>	<i>Organs responsible</i>	<i>Associated organs</i>	<i>Coordinating organs</i>
9.3.2	Develop clear, open and cost-effective working practices and procedures to ensure that the chain of responsibility and accountability is properly managed in the development, implementation and enforcement of technical, environmental, operational, scientific and safety regulations and standards for activities in the Area	(i) Undertake periodic reviews of the implementation of approved plans of work for exploration	Annual	Secretariat		
		(ii) Report on the status of contracts for exploration and related matters, including information on the periodic review of the implementation of approved plans of work for exploration	Annual	Council	Legal and Technical Commission	Secretariat
		(iii) Encourage contractors to provide detailed programmes of activities for five-year periods that include clear objectives	Continuous	Council	Legal and Technical Commission	Secretariat
		(iv) Develop a framework for establishing a registry of contracts in accordance with best international practice	2020	Secretariat		
		(v) Organize meetings with contractors to ensure dialogue between them and the Authority, monitor the implementation of training programmes and encourage contractors to share relevant data and information on the Authority's database	Annual	Secretariat		
9.3.3	Keep under review the effectiveness of working practices and procedures	No output against this action	Continuous	Secretariat		
9.4.1	Promote the adoption of a communications and stakeholders' engagement strategy	(i) Develop and implement a communications and stakeholders' engagement strategy	2019	Secretariat		

<i>Outputs for 2019–2023</i>						
<i>No.</i>	<i>High-level action</i>	<i>Description</i>	<i>Time frame for completion</i>	<i>Organs responsible</i>	<i>Associated organs</i>	<i>Coordinating organs</i>
		(ii) Consider requests for observer status from non-governmental organizations in accordance with rule 82 (1) (e) of the rules of procedure of the Assembly	Annual	Assembly		
9.4.2	Actively engage relevant stakeholders in the work of the Authority, as appropriate	(i) Develop procedures and mechanisms to engage relevant stakeholders in the work of the Authority	2019	Secretariat		
		(ii) Facilitate the consultation of relevant stakeholders in the development of the draft regulations on exploitation	Continuous	Secretariat	Council	
		(iii) Consider the implications of holding open meetings for the Legal and Technical Commission and how such meetings could be structured to facilitate meaningful input and exchanges in specific subjects	2019	Legal and Technical Commission	Council	Secretariat