



**INTERNATIONAL SEABED AUTHORITY**  
**CAPACITY DEVELOPMENT STRATEGY**  
**2022-2030**

**I. INTRODUCTION**

1. Pursuant to the 1982 United Nations Convention on the Law of the Sea (the Convention) and the 1994 Agreement relating to the Implementation of Part XI of the Convention (1994 Agreement) the International Seabed Authority (the Authority) is mandated to organize and control activities in the Area on behalf of mankind as a whole, whilst taking necessary measures to ensure effective protection for the marine environment from harmful effects which may arise from such activities. All activities in the Area must be carried out for the benefit of mankind as a whole, taking into particular consideration the interests and needs of developing States. The Authority must provide for the equitable sharing of financial and other economic benefits derived from activities in the Area. Such benefits include specific programmes aimed at strengthening the capacities of developing States and technologically less developed States as well as programmes designed to promote the effective participation of developing States in activities in the Area.

2. The duty of the Authority to develop and implement mechanisms to build capacity for developing States, in accordance with its mandate under the Convention and the 1994 Agreement, is recognized in the strategic plan of the Authority for the period 2019–2023.<sup>1</sup> Such mechanisms should aim not only at promoting and encouraging the transfer of technology to developing States<sup>2</sup> but also at ensuring the expansion of opportunities for participation in activities in the Area.<sup>3</sup> Members of the Authority have identified that one of the key challenges for the Authority lies in the development of mechanisms, including capacity-building programmes, that ensure the fully integrated participation of developing States in activities in the Area at all levels. Strategic

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<sup>1</sup> See ISBA/24/A/10, annex.

<sup>2</sup> See the Convention, arts.144, 273, and 274.

<sup>3</sup> Ibid, art.148.

direction 5 (Build capacity for developing States) and strategic direction 6 (Ensure fully integrated participation by developing States) are aimed at accomplishing this objective.

Capacity-building and training have been an integral feature of the Authority's activities since its establishment. Since 2000, various programmes and initiatives have been developed and implemented by the Authority to strengthen the capacities of developing States and technologically less developed States. In general, most of them have been successful as they created the enabling conditions to build the capacities of many individuals whilst strengthening institutional capacities.<sup>4</sup> A recent review of the contribution of the Authority to the achievement of the 2030 Agenda for Sustainable Development found that the work of the Organization on capacity development and institutional strengthening contributes to the Sustainable Development Goals (SDGs) 4 (Quality education), 5 (Gender equality), 8 (Decent work and economic growth), 9 (Industry, innovation and infrastructure), 14 (Life below water), 16 (Peace, justice and strong institutions) and 17 (Partnerships for the goals).<sup>5</sup> Interviews with former trainees of the Authority highlighted the direct and impactful contribution of the Authority's capacity building and development programmes in their professional and personal development as well as in relation to the transfer of knowledge to their institutions.

3. However, the context within which the Authority is operating is changing rapidly as the role of the Authority evolves towards regulation and control of exploitation activities and as an increasing number of members of the Authority contemplate engaging more actively in its work and in the activities carried out in the Area.<sup>6</sup>

4. This led the Assembly of the Authority, in December 2020, to adopt an important decision on a programmatic approach to capacity development in which it requested the Secretary-General to develop and implement a dedicated strategy for capacity development taking into account the core elements identified in the report presented to it in August 2020.<sup>7</sup> The present document responds to that request and sets out the core elements of a capacity development strategy.

## II. CAPACITY DEVELOPMENT IN THE CONTEXT OF THE MANDATE OF ISA

5. Capacity development is fundamental to ensure the effective participation of developing States in activities carried out in the Area and in the work of the Authority. The Authority recognizes that capacity development can be grouped into three mutually reinforcing and interdependent levels: individual, institutional and resulting from the enabling environment at

<sup>4</sup> See ISBA/26/A/7, ISBA/26/A/2, ISBA/26/A/2/Add.1.

<sup>5</sup> See ISA, *The contribution of the International Seabed Authority to the achievement of the 2030 Agenda for Sustainable Development*, 2021. Accessible here: [https://isa.org.jm/files/files/documents/ISA\\_Contribution\\_to\\_the\\_SDGs\\_2021.pdf](https://isa.org.jm/files/files/documents/ISA_Contribution_to_the_SDGs_2021.pdf)

<sup>6</sup> See ISBA/26/A/7, para.24.

<sup>7</sup> See ISBA/26/A/18, para.2.

national level. The first is about increasing the skills and abilities of individuals whilst the second focuses on increasing the capability of institutions to fulfil their mandates and responsibilities; and the third involves improvements in policy and regulatory frameworks in support of effective implementation of the legal regime of the Area as well as in relation to inter-institutional coordination.

6. The Authority defines capacity development as “*the process through which individual, organization and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time*”.<sup>8</sup> It is about creating and building capacities and their use, management and retention. This approach is based on the fact that there are some capacities that already exist. In other words, the concept of “capacity development” uses the existing base of capacities as its starting point and then supports efforts to enhance and retain them. Because building of individual skills and institutional strengthening may take time, capacity development needs to be seen as a long-term process.<sup>9</sup>

7. In order to respond to the specific actions identified in the high-level action plan of the Authority for the period 2019– 2023 to operationalize these strategic objectives,<sup>10</sup> the Secretariat of the Authority with the assistance of consultants,<sup>11</sup> commissioned a comprehensive review of all capacity-building programmes and initiatives implemented by the Authority between 1994 and 2019.<sup>12</sup> The key findings of the review were discussed during a workshop on capacity development, resources and needs assessment held in Kingston, in February 2020. The workshop was facilitated by the Deputy Director General for Training, Research and Development of the Department of International Relations and Cooperation of South Africa, Mathu Joyini. Participants included representatives of members<sup>13</sup> and observers<sup>14</sup> of the Authority, experts from

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<sup>8</sup> UNDP, *Capacity development – Practice Note*, 2008, 30 p. This definition is largely consistent with the broadly accepted concept defined by the Organization for Economic Cooperation and Development (OECD) (Development Assistance Committee 2006). See also ISA, *Review of capacity-building programmes and initiatives implemented by the International Seabed Authority 1994-2019*, 2020, p.13.

<sup>9</sup> ISA, 2020, p.13.

<sup>10</sup> See ISBA/25/A/15, annex II, and ISBA/25/A/15/Corr.1.

<sup>11</sup> The consultants were Rahul Sharma, former Chief Scientist of the National Institute of Oceanography (India), and Tearinaki Tanielu, Director of the Multilateral Affairs Division of the Ministry of Foreign Affairs and Immigration of Kiribati

<sup>12</sup> Available at [https://isa.org.jm/files/files/documents/ISBA\\_26\\_A\\_7-2011093E.pdf](https://isa.org.jm/files/files/documents/ISBA_26_A_7-2011093E.pdf).

<sup>13</sup> Algeria, Argentina, Brazil, Chile, China, Cook Islands, Costa Rica, Ecuador, Egypt, European Union, Ghana, Guatemala, Indonesia, Jamaica, Republic of Korea, Mexico, Myanmar, Nauru, Nigeria, Sierra Leone, South Africa, Tonga, Trinidad and Tobago and Uganda

<sup>14</sup> Ethiopia, Centre for Borders Research of Durham University, Interridge and Pew Charitable Trusts.

international, regional and national organizations,<sup>15</sup> as well as contractors<sup>16</sup> and national experts.<sup>17</sup> The report of the workshop is available on the Authority's website,<sup>18</sup> as well as a summary of the outcomes.<sup>19</sup>

8. Both the review and the workshop were informed by an advisory committee established by the Secretary-General to provide expert input and strategic advice to the Secretariat.<sup>20</sup> The draft of the review was further revised in the light of comments from the advisory committee, the training subgroup of the Legal and Technical Commission, participants in the workshop and input received from Colombia, Cuba, Norway, Peru and the Philippines during a public consultation held between April and June 2020.<sup>21</sup> All these elements were presented to the Assembly in a comprehensive report (ISBA/26/A/7) which led to the adoption of the decision referred to in paragraph 5 above. An important element of that decision was the development of strategic partnerships with existing national and regional institutions to strengthen international cooperation for capacity development and the establishment of a network of National Focal Points for Capacity Development (NAFOP-CD) to better facilitate interactions between member States and the Secretariat.<sup>22</sup>

### III. OBJECTIVES OF THE STRATEGY

9. The objective of this strategy is to enhance the ability of the Authority to build and develop the capacity of developing States, members of the Authority (Strategic Plan, Strategic Direction 5) with a view to ensure the full integrated participation of these States in the work of the Authority and the activities carried out in the Area (Strategic Plan, Strategic Direction 6).

### IV. KEY RESULT AREAS

10. The key elements of the strategy cover five interrelated results areas:

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<sup>15</sup> African Union; Commonwealth; Department of Economic and Social Affairs; Intergovernmental Oceanographic Commission of the United Nations Educational, Scientific and Cultural Organization (UNESCO); National Deep Sea Centre (Joint Training and Research Centre); National Oceanography Centre; Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States; Technology Bank for the Least Developed Countries; United Nations Environment Programme; UNESCO; United Nations Children's Fund; and World Maritime University.

<sup>16</sup> China Ocean Mineral Resources Research and Development Association; Deep Ocean Resources Development Company Limited; Federal Institute for Geosciences and Natural Resources; Global Sea Mineral Resources NV; Japan Oil, Gas and Metals National Corporation; Nauru Ocean Resources Incorporated; Tonga Offshore Mining Limited; and UK Seabed Resources Limited.

<sup>17</sup> From Ghana, India, Kiribati and Togo.

<sup>18</sup> See [https://isa.org.jm/files/files/documents/ISBA\\_26\\_A\\_7-2011093E.pdf](https://isa.org.jm/files/files/documents/ISBA_26_A_7-2011093E.pdf).

<sup>19</sup> See ISBA/26/A/12.

<sup>20</sup> The list of members of the advisory committee is provided in annex 1 to the review

<sup>21</sup> Colombia and Peru are observers to the Authority

<sup>22</sup> As of April 2022, 50 member States have nominated a NAFOP-CD.

**Key result area 1: Ensuring that capacity development programmes and activities are meaningful, tangible, efficient, effective and targeted at the needs of developing States as identified by them**

*1.1 Facilitating the identification and regular review of needs and priorities of developing States, members of the Authority*

11. Effective capacity development programmes and activities must reflect understanding of the recipients' needs and priorities, as identified by them. The process of review and consultation carried out in 2019 and 2020 referred to in paragraphs 8 and 9 above has enabled the Authority to align its current programmes, activities and available resources towards the needs identified such as those related to policy and legal frameworks, and to science and technology capacities for resources assessment and environmental management.<sup>23</sup> A review of the actual needs of developing States, members of the Authority shall be undertaken at least every five years to ensure accuracy and relevance of the work undertaken.

12. Attention will also be given to develop projects and activities that recognize the different levels of intervention (individual, institutional, national) required and the difference in priority needs identified. For instance, specific consideration will be given to the needs identified by developing States sponsoring activities in the Area or to those which intend to sponsor future activities in the Area. Due consideration will also be given to the specific needs identified by countries through the 2020 survey and to address the unique challenges faced by Least developed countries (LDCs), Landlocked developing countries (LLDCs) and Small island developing States (SIDS). This differentiated capacity development strategy will result in activities that are more meaningful for and better targeted at individual member States.

13. Ensuring ongoing adjustment in the needs identified by developing States with the activities implemented by the Authority will also build on feedback received from the NAFOP-CD network.

Output 1.a: All capacity development programmes and initiatives are aligned with and address the needs of developing States as identified by them.

Output 1.b: Specific needs of LDCs, LLDCs and SIDS are taken into account by the Authority when conceptualizing, developing and implementing relevant capacity development programmes and initiatives.

<sup>23</sup> See Policy Brief 01/2021, *National capacity development priorities identified by Members of the International Seabed Authority in 2021*. Accessible at: [https://isa.org.jm/files/files/documents/Capacity\\_Development\\_Policy\\_Brief\\_01-2021\\_rev2.pdf](https://isa.org.jm/files/files/documents/Capacity_Development_Policy_Brief_01-2021_rev2.pdf)

Output 1.c. Priority needs assessment of members of the Authority kept under ongoing review including through updates and feedback received from NAFOP-CD with an overall review undertaken at least every five years.

*1.2 Improving inclusion of capacity development components in all programmatic activities of the Authority, where appropriate and feasible.*

14. Capacity development is a core component of the strategic framework of the Authority, which is made up of the Strategic Plan, High-Level Action Plan, and Action Plan in support of the UN Decade of Ocean Science for Sustainable Development. This is intended to facilitate the design, conceptualization, implementation and reporting of dedicated capacity development activities across the wide range of work undertaken by the Authority to fulfil its responsibilities in the four main categories of its mandate, namely: (i) managing exploration and exploitation activities in the Area, (ii) ensuring the protection of the marine environment and biodiversity, (iii) promoting and encouraging marine scientific research in the Area and, (iv) ensuring the equitable sharing of financial and other economic benefits from activities in the Area.

15. Accordingly, where appropriate and feasible, the Secretariat will endeavour to design and implement capacity development activities that address the needs identified by developing States, members of the Authority, in one or more of the main categories of the Authority's mandate within the four main mandate categories of the Authority (see para.14 above).

Output 1.d: Capacity development programmes and activities designed to respond to the needs identified by developing States, members of the Authority, reflect where appropriate and possible, one or more main mandate categories of the Authority under the Convention and the 1994 Agreement.

**Key result area 2: Establishing and furthering strategic partnerships in support of capacity development.**

*2.1 Fostering strategic partnerships to enhance the impact of capacity development programmes and initiatives*

16. Success in implementing the programmatic approach for capacity development lies in the ability to foster strategic and transformative partnerships. This will be particularly relevant in relation to articles 143 and 273 of the Convention and the requirements for States Parties to cooperate with competent international organizations and the Authority to encourage and facilitate the transfer to developing States, their nationals, and the Enterprise, of skills and marine technology with regard to activities in the Area.

17. Three complementary levels of actions will be taken. First, the Secretariat will seek to leverage existing memoranda of understanding and cooperation agreements with other competent intergovernmental and regional organizations to develop joint capacity development projects and activities. Second, the Authority will continue to identify additional organizations with which such cooperation could be established. Third, the Authority is also committed to deepen its partnerships with UN entities, other intergovernmental organizations and relevant sub-regional and regional organizations to jointly implement capacity development activities targeted at their respective members. In any case, the objective of the strategic partnerships is to leverage the respective comparative advantages of the entities involved while creating synergies and avoiding duplication in mandates and programmes. Particular attention will be given to South-South and triangular cooperation (SSTC) in line with the 2030 Agenda.

18. At the subregional and regional level, particular emphasis will be placed on organizations and entities that have prioritized SSTC with a view to supporting exchanges of expertise between countries within and between regions, taking into account the needs identified by developing States members of the Authority. The feedback provided by NAFOP-CD on relevant regional or national institutions will enable actor mapping to identify a list of competent institutions with which the Secretariat will cooperate in the design and implementation of capacity development projects and activities.

Output 2.a: Strategic partnerships with competent international and regional organizations fostered and developed to ensure synergies and avoid duplication in delivery of capacity development programmes and activities.

Output 2.b: Relevant regional/national institutions identified and contacted to support the design and implementation of capacity development projects and activities by the Authority.

## *2.2 Enhancing regional and national ownership through the establishment of national and regional training and research centres*

19. Pursuant to the Convention, States, directly or through competent international organizations and the Authority, have the duty to promote and facilitate the establishment and strengthening of national marine scientific and technological research centres in order to stimulate and advance the conduct of marine scientific research by developing States and to enhance their national capabilities to utilize and preserve their marine resources for their economic benefit.<sup>24</sup> Such national centres should provide for advanced training facilities and necessary equipment, skills and know-how as well as technical experts to the States which may need and request such

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<sup>24</sup> See the Convention, art.275.

assistance.<sup>25</sup> The Convention also envisages the establishment of regional marine scientific and technological centres, particularly in developing States. This provision is attached to the duty for States, in coordination with the competent international organizations, the Authority and national marine scientific and technological research institutions, to promote such initiatives. The main objective is to “*stimulate and advance the conduct of marine scientific research by developing States and foster the transfer of marine technology*”<sup>26</sup>. The functions of such regional centres shall include, inter alia: (a) training and educational programmes on various aspects of marine scientific and technological research, particularly marine biology, including conservation and management of living resources, oceanography, hydrography, engineering, geological exploration of the seabed, mining and offshore technologies; (b) study programmes related to the protection and preservation of the marine environment and the prevention, reduction and control of pollution; (c) organization of regional conferences, seminars and symposia; (d) acquisition and processing of marine scientific and technological data and information; (e) prompt dissemination of results of marine scientific and technological research in readily available publications; (f) publicizing national policies with regard to the transfer of marine technology and systematic comparative study of those policies; (g) compilation and systematization of information on the marketing of technology and on contracts and other arrangements concerning patents; and (h) technical cooperation with other States of the region.<sup>27</sup>

20. The Authority will continue its dialogue with member States and interested organizations to develop a network of regional and national training and research centres which could support the Authority to deliver its capacity development mandate. Attention will be placed on enabling facilitating the sharing of training and research materials and, where possible, the translation into local languages as well as promotion of regional and inter-regional collaboration through the development of scientific communities and communities of practice.

21. Where appropriate, instead of establishing new regional centres in each region, the Authority will consider establishing strategic partnerships with existing national and regional institutions with a view to creating a platform to strengthen international cooperation for capacity development and transfer of marine science technology. This is expected to ensure ownership and to contribute to improving regional and national capacity and capability in a sustainable manner that reflects the needs assessment of the developing States, especially LDCs, LLDCs and SIDS. The design and structure of the arrangements between the Authority and national or regional institutions will identify opportunities to ensure long-term training mechanisms and sustainable funding, including by exploring necessary arrangements for co-funding and resource mobilization.

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<sup>25</sup> See the Convention, art.275(2).

<sup>26</sup> See the Convention, art.276(1).

<sup>27</sup> See the Convention, art.277.



Output 2.c: National and regional training and research centres established, where relevant, to respond to the needs of developing States members of the Authority, especially LDCs, LLDCs and SIDS.

Output 2.d: Network of national and regional training and research centres with complementary scope of work and actions established to support the capacity development mandate of the Authority.

### 2.3 Stimulating innovative approaches to capacity development in support of continuous professional development

22. The Authority is committed to adapting the way it delivers capacity development to fit the increasing needs of its members in an evolving context. To this end, the Secretariat will promote, when and where possible, agile approaches to develop the capacities of its members and enhance collaborative capacity development across the three levels of interventions (individual, institutional and national) and the different stakeholders involved (government representatives, scientific communities, early careers professionals, contractors, academia etc.). This will be reflected in the different types of tools and methodologies used.

23. If national and regional workshops will continue to be considered as an important avenue to develop capacity, consideration will also be given to develop further secondment opportunities with the Secretariat of the Authority and within other competent international organizations. Attention will also be placed on ensuring that practical training offered by contractors under the terms of their contracts signed with the Authority provides the conditions for effective at-sea training and access to laboratories.

24. The Authority will also continue to expand its online training platform with the objective to complement existing curricula and courses offered by universities and training institutes. This may include the establishment of “summer schools” or on-demand executive courses focusing on deep-sea related matters in partnership with interested institutions.

Output 2.e: Innovative and tailored tools and methodologies developed to support the delivery of capacity development programmes and activities, where relevant and possible.

Output 2.f: Secondments of national experts with the Secretariat of the Authority strengthened, and expanded.

Output 2.g: The content and interface of the Authority’s e-learning platform are consolidated and further expanded with a view to be complement existing or new curricula provided by universities and training institutions.



Output 2.h: Practicability of the organization of “summer schools” or on-demand executive courses on deep-sea related matters explored and, when possible, organized in partnership with interested institutions.

**Key result area 3: Strengthening institutional capacities through technology transfer and technical assistance**

25. Pursuant to article 143 of the Convention, States Parties are required to promote international cooperation in marine scientific research in the Area by ensuring that programmes are developed through the Authority for the benefit of developing States and technologically less developed States with a view to strengthening their research capabilities, training their personnel and the personnel of the Authority in the techniques and applications of research and fostering the employment of qualified personnel in research in the Area. Furthermore, article 144 of the Convention, as implemented through the 1994 Agreement, requires the Authority to take measures to acquire technology and scientific knowledge relating to activities in the Area and promote and encourage the transfer to developing States of such technology and scientific knowledge so that all States Parties benefit therefrom. Under the 1994 Agreement, this is to be achieved particularly by developing training, technical assistance and scientific cooperation programmes in marine science and technology and the protection and preservation of the marine environment. This could be done by leveraging specific actions in three complementary levels pertaining to (i) developing human resources, (ii) facilitating access to physical infrastructure and (iii) leveraging the necessary financial resources.

*3.1 Developing human resources to ensure ownership of expertise and knowledge*

26. Developing human resources and experts is a priority which serves as a foundation of the capacity development mandate of the Authority. This requires that not only dedicated programmes, projects and activities be developed for specific target groups (government officials, researchers, technical staff, managers, students, etc.) but also that investments are made to maintain this group of experts at a sufficient critical mass level and prevent brain drain. Different approaches will be considered but emphasis will be placed on developing dedicated curricula for higher education programmes and executive courses on deep-sea related issues in partnership with members and relevant national and regional institutions.

27. The Secretariat will continue to place emphasis on the successful and meaningful implementation of the Contractors' Training Programme,<sup>28</sup> the Internship Programme<sup>29</sup> and the Junior Professional Officer Programme<sup>30</sup> with a view to ensure, where possible, equal participation for qualified women and men from developing States particularly from LDCs, LLDCs and SIDS. The Secretariat will also strengthen its efforts to secure and maintain support for the recognition of excellence of young researchers through the Secretary-General's Award for Excellence in Deep Sea Research.

28. Attention will also be placed on facilitating identification of trained experts at regional and national levels including by continuing to report annually to members of the Authority, through identified focal points of the Authority and NAFOP-CD, the list of individuals who have benefited from any programmes, projects or activities implemented under its control. Further, an alumni network of former trainees will be established with a view to monitoring the mid- and long-term impact of training provided and enabling the Secretariat to use the expertise of former trainees, where possible, as mentors, experts or consultants.

Output 3.a: Dedicated capacity development programmes and activities developed and implemented by the Authority with due consideration for specific target groups.

Output 3.b: Tailored curriculum for higher education programmes or executive courses on deep-sea related matters established in partnership with members and relevant national/regional organizations.

Output 3.c: Members of the Authority regularly informed on individuals with their nationality having benefited from capacity development programmes and activities implemented by the Authority.

Output 3.d: Alumni network of former trainees of the Authority established.

### *3.1 Facilitating access to physical and digital infrastructures*

29. Access to deep-sea research and observation infrastructures presents a significant challenge for many members of the Authority, particularly LDCs, LLDCs and SIDS, in part due to the costs of acquisition, operation and maintenance. The Authority is not in a position to finance large physical infrastructure (research vessels, laboratories, building, machinery etc.). Nevertheless, consideration could be given to the development of dedicated programmes, projects and activities

<sup>28</sup> See <https://www.isa.org.jm/training/contractor-training>

<sup>29</sup> See <https://www.isa.org.jm/training/internships>.

<sup>30</sup> See <https://www.isa.org.jm/career-opportunities/junior-professional-programmes>

that will enhance access to such infrastructure at the regional level through external sponsorship, in-kind donations and partnerships with interested member States, contractors, research institutions and development partners.

Output 3.e: Dedicated initiatives and partnerships established in close cooperation with members, research institutions and contractors to facilitate access of developing States in particular LDCs, LLDCs and SIDS to physical research and observation infrastructure developed.

*3.2 Leveraging the necessary financial resources to support transfer of technology and knowledge through capacity development and participation in research activities*

30. Pursuant to article 143, paragraphs 2 and 3, of the Convention, the Authority has the duty to promote and encourage the conduct of marine scientific research in the Area including through the development of programmes designed to benefit developing States and technologically less developed States.

31. The Endowment Fund for Marine Scientific Research (EFMSR) was established in 2006 with the objective to promote and encourage the conduct of marine scientific research in the Area for the benefit of humankind as a whole, in particular by supporting the participation of qualified scientists and technical personnel from developing countries in marine scientific research programmes and by providing them with opportunities to participate in international technical and scientific cooperation, including through training, technical assistance and scientific cooperation programmes. However, several elements have hindered the full efficiency of the Fund and in its decision ISBA/26/A/18 the Assembly requested the Secretary-General to take these factors into account in conducting a review of the terms of reference of the Fund.<sup>31</sup>

32. In line with the request of the Assembly, the Secretary-General has undertaken a review of the EFMSR and submitted proposals for the consideration of the Finance Committee.<sup>32</sup> It is proposed to establish a Partnership Fund, as multi-donor trust fund, to provide a transparent mechanism through which donors could support the implementation of strategic programmatic priorities.<sup>33</sup> The current objectives of the Endowment Fund, which are fully compatible with the Action plan in support of the UN Decade for Ocean Science, would be subsumed under the partnership fund and an annual drawdown from the Endowment Fund would be used to support

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<sup>31</sup>See ISBA/26/A/18

<sup>32</sup> See ISBA/27/FC/3/

<sup>33</sup> Strategic Plan and High-Level Action Plan for 2019-2023; Action Plan in support of the UN Decade of Ocean Science etc.

relevant activities. This would provide a greater incentive for donors to invest in the Authority and the outputs identified under the relevant policy framework.

Output 3.f: Necessary financial resources to support transfer of technology and knowledge to developing States through capacity development and participation in research activities identified.

Output 3.g: Resource mobilization campaign for capacity development operationalized.

Output 3.h: Review of the Endowment Fund undertaken to reflect the strategic priorities of the Authority and address the needs and priorities of developing States as identified by them.

**Key result area 4: Advancing women’s empowerment and leadership in deep-sea related disciplines through targeted capacity development activities**

*4.1 Opening up new opportunities for women in deep-sea related disciplines, particularly in non-traditional and emerging sectors*

33. Science, technology and innovation are fundamental to address global challenges such as poverty eradication, economic and social development and the protection of the environment. They are also critical to the achievement of the goals and targets of the 2030 Agenda for Sustainable Development and to ensure that developing countries fully benefit from the blue economy. The vital role of women in contributing to such global objectives has been well established and repeatedly reaffirmed by Governments and at major United Nations conferences and meetings. The linkages between this and the empowerment of women have also been reaffirmed over the years through a series of normative and policy commitments, including in the Convention on the Elimination of All Forms of Discrimination against Women (1979), the Beijing Declaration and Platform for Action, adopted at the Fourth World Conference on Women (1995), the Dakar Framework for Action on Education for All, adopted at the World Education Forum (2000), the Tunis Agenda for the Information Society, adopted at the World Summit on the Information Society (2005), the agreed conclusions of the Commission on the Status of Women on access and participation of women and girls in education, training and science and technology, including for the promotion of women’s equal access to full employment and decent work, adopted at its 55th session (2011), and General Assembly resolutions 68/220 on science, technology and innovation for development (2013) and 70/212 on the International Day of Women and Girls in Science (2015).

34. Since 2017, the Authority has implemented a series of initiatives to support its commitment towards advancing women empowerment and leadership in marine scientific research. The Secretariat will continue to ensure that dedicated activities are put in place to support the

participation of women in non-traditional and emerging sectors such as deep-sea related disciplines including technology, engineering, taxonomy and the blue economy. This will be achieved by furthering and developing strategic partnerships with members, contractors and relevant intergovernmental and regional organizations including the scientific community and academia.

35. In parallel, the Secretariat will strengthen its action in partnership with other competent international and regional organizations and NAFOP-CD in furthering the recognition of the role and participation of women experts in the development of the law of the sea.

36. A mentoring programme will be established with a view to providing a platform for young women scientists to interact with experienced scientists. Dialogue is ongoing with a number of world-renowned scientists and experts and a call for participation will be launched every year.

Output 4.a: Dedicated activities and initiatives are implemented by the Authority to continue advancing women empowerment and leadership in deep-sea related disciplines.

Output 4.b: The role and participation of women experts in the development of the law of the sea is improved through the organization of a dedicated event every year, where possible, involving experts from different backgrounds and, experience and with a focus on women experts from LDCs, LLDCs and SIDS.

Output 4.c: Mentoring programme for women scientists established, and maintained and evaluated for impact by the Authority.

#### *4.2 Creating the enabling conditions for active participation of women in at-sea training through development of mechanisms aimed at achieving gender equality*

37. Working in close collaboration with contractors, the Secretariat will strengthen its efforts to create the enabling conditions to allow for the active participation of women in training opportunities on at-sea vessels, particularly women from LDCs, LLDCs and SIDS. This will be achieved by increasing the number of contractors pledging to allocate fifty per cent of training opportunities to qualified female candidates and developing an operational framework for ensuring their safe and active participation in exploration cruises.

Output 4.d: Number of contractors pledging to allocate fifty per cent of their training opportunities to qualified women increased.

Output 4.e: Operational framework for enabling the safe and active participation of women in exploration cruises developed and implemented.

**Key result area 5: Improving deep-sea literacy through better awareness and understanding of the legal regime of the Area and the role and mandate of the Authority**

*5.1 Improving global deep-sea literacy*


38. Improving public understanding of the deep sea and the legal regime in place are paramount. Accordingly, the Secretariat in partnership with relevant stakeholders will develop and implement a series of activities focusing on raising awareness of the work currently undertaken by the international community, through the Authority, to advance understanding of the deep seabed and to regulate human activities with respect to important resources potentials and to ensure adequate protection of the marine environment. The specific and unique mandate assigned to the Authority by the Convention and the 1994 Agreement in relation to the promotion and encouragement of marine scientific research and the coordination of research result when available, will also be a key axis of the work undertaken by the Authority. This will essentially be done through tailored activities aimed at contributing to increase strategic visibility of the Action Plan adopted in support of the UN Decade of Ocean Science and the programmatic elements implemented to operationalize the six strategic research priorities endorsed by the Assembly of the Authority in December 2020.

Output 5.a: Awareness and understanding of the general public on the deep-sea (resource potential of seabed minerals, geology, biodiversity, ecosystems, exploration activities etc) as well as the legal framework in place to regulate and organize access to and management of seabed mineral resources in the Area improved.

Output 5.b: Awareness and understanding of the general public of the specific and unique mandate of the Authority in relation to marine scientific research in the Area as well as the programmatic activities implemented under the Action plan in support of the UN Decade of Ocean Science increased.

*5.2 Raising awareness of the Convention and the 1994 Agreement in support of national development objectives*

39. Since 2007, the organization of national and regional information seminars has been an important tool through which the Authority has been able to clarify the work it carries out in

compliance with the Convention and the 1994 Agreement.<sup>34</sup> Organized upon request of a member or a group of member States, such seminars have also significantly contributed to raise awareness of the Convention and the 1994 Agreement to encourage universal participation through increased ratification. The Secretariat works closely with interested member States in the planning and organization of such events. The plan is to hold one information seminar each year 

Output 5.c: General awareness and understanding of the legal regime of the Area and the role and mandate of the Authority increased

Output 5.d: Information seminars regularly organized to support awareness raising efforts on the legal regime of the Area and the role and mandate of the Authority.

### *5.3 Promoting the development of communications programmes and outreach on deep-sea related matters in relevant institutions*

40. Over forty years of deep-sea exploration funded by governments and State research entities have generated most of the data and information available on the deep-sea and its ecosystems which have great value in informing decision-making processes of the Authority but also, to society at large. Ensuring awareness and visibility of such research as a fundamental support to the work of the Authority and its contribution to the achievement of the 2030 Agenda, including its role in building and developing capacity is essential. Attention will therefore be given to developing tailored communication products and information materials for raising awareness of the general public, policy and decision makers about the role and mandate of the Authority and the value of the research and knowledge generated through exploration of the Area.

Output 5.e: Ongoing development of communications products and information campaigns on deep-sea related matters ensured.

Output 5.f: Compendium of the work of exploration contractors in support of improved understanding and visibility of the research undertaken in the Area and the data and information generated through it published annually.

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<sup>34</sup> See ISA, *Review of capacity-building programmes and initiatives implemented by the International Seabed Authority 1994-2019, 2020*, p.45.



## V. RESOURCES



41. The success of this strategy rests on the ability of the Authority to leverage the necessary resources for its implementation. In 2021, for the first time, the Council and the Assembly of the Authority approved the allocation of a dedicated budget for capacity development activities which however remains insufficient to address all the priority needs identified by developing States, members of the Authority.<sup>35</sup> Since 2017, the efforts made by the Secretariat have led to a significant increase in extra-budgetary contributions from several partners which nonetheless remain too limited to respond to the magnitude of needs identified.

42. The Secretariat has undertaken to develop a resource mobilization strategy and action plan with elements dedicated specifically to capacity development to respond to this situation and will continue to dialogue with interested partners to ensure that the necessary support can be provided to support its capacity development mandate.

43. In the meantime, it would be essential for members of the Authority to ensure continued financial support to the regular budget of the Authority. In line with the decisions of the Assembly in documents ISBA/26/A/18 and ISBA/25/A/16, further consideration could also be given to engage in discussion with non-governmental organizations having observer status with the Authority and other non-traditional donors to identify how they intend to contribute to the capacity development programmes and activities implemented by the Authority.

## VI. MONITORING, EVALUATION AND LEARNING

44. The impact of this strategy and the activities implemented under it will be measured through clear indicators and targets designed to assess the benefits generated by their delivery. As more in-depth work is undertaken by the Secretariat to design the indicators, the focus will be to assess the benefits of ISA's capacity development at the individual, institutional, national, as well as economic, societal and environmental levels.<sup>36</sup> In that context, due consideration is being given to develop the necessary mechanisms to ensure the monitoring and assessment of the long-term benefits of training programmes.

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<sup>35</sup> See ISBA/26/A/5/Add.1/Rev.2-ISBA/26/C/18/Add.1/Rev.2

<sup>36</sup> See ISA, *Review of capacity-building programmes and initiatives implemented by the International Seabed Authority 1994-2019*, 2020, p.49.

## **VII. IMPLEMENTATION**

45. The implementation of this strategy will be undertaken by the Secretariat of the Authority. Programmatic capacity development work plans, and progress will be reported annually to the Assembly.

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