



## Assembly

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Agenda item 10

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

#### **Decision of the Assembly of the International Seabed Authority relating to the implementation of the strategic plan for the Authority for the period 2019–2023**

*The Assembly of the International Seabed Authority,*

*Recalling* its decision to adopt the strategic plan of the Authority for the period 2019–2023 at its twenty-fourth session,<sup>1</sup>

*Recalling also* that, in the same decision, the Assembly requested the Secretary-General, as a matter of priority, to prepare a high-level action plan to include key performance indicators and a list of outputs for the period 2019–2023, taking into account available financial and human resources, for consideration by the Assembly at its twenty-fifth session,

*Recalling further* that, in the same decision, the Assembly also requested the Secretary-General to provide it with a detailed overview of the implementation mechanisms to be established, including for monitoring, evaluation and learning,

*Having considered* the reports of the Secretary-General<sup>2</sup> in which he provided the required information on the modalities for the implementation of the strategic plan and the high-level action plan,

*Considering* that the high-level action plan identifies the actions necessary to achieve the objectives in the strategic plan, as well as the priorities for the period 2019–2023, in relation to the actions required of the Authority to realize its mission objectives,

*Committed* to the strengthening of existing working practices of the Authority,

*Emphasizing* the importance of ensuring that the performance of the Authority towards achieving the strategic directions set out in the strategic plan is assessed in a regular manner and that the results are monitored for effectiveness,

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<sup>1</sup> ISBA/24/A/10.

<sup>2</sup> ISBA/25/A/5 and ISBA/25/A/6.



1. *Adopts* the performance indicators developed for each priority of the Authority against each of the strategic directions in the strategic plan of the Authority for the period 2019–2023 as set out in annex I to the present decision;
2. *Also adopts* the high-level action plan of the International Seabed Authority for the period 2019–2023, as provided in annex II to the present decision;
3. *Invites* members of the Authority and observers, as well as the organs of the Authority, to support the implementation of the strategic plan and the high-level action plan;
4. *Invites* the Secretary-General to take into consideration the list of performance indicators and outputs when developing the business plan of the secretariat for the period 2019–2023;
5. *Requests* that the Secretary-General, as appropriate, monitor and analyse progress and, as necessary, establish any mechanisms required to review and provide an update on progress made under the strategic plan;
6. *Also requests* that the Secretary-General prepare guidance on the format and content of reports for monitoring progress in the implementation of the strategic plan and high-level action plan and the achievement of identified outputs;
7. *Invites* member States and other relevant stakeholders to provide the data necessary to ensure accurate reporting on progress towards the implementation of the strategic plan and the high-level action plan and the achievement of identified outputs.

## Annex I

### Draft performance indicators and rationale

#### Strategic direction 1

##### Realize the role of the Authority in a global context

1. As stated in the overview of the context and challenges faced by the organization in the strategic plan, one of the challenges for the International Seabed Authority is to contribute to the timely and effective implementation of the Sustainable Development Goals, in particular Goal 14 (Conserve and sustainably use the oceans, seas and marine resources for sustainable development), through the implementation of the economic, environmental and social mandate assigned to it under the United Nations Convention on the Law of the Sea 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.
2. A specific indicator that will enable the Authority to assess its efficiency towards meeting this objective is to be found in the programmes and initiatives developed by the organization that contribute to the achievement of relevant goals and targets of the 2030 Agenda for Sustainable Development (performance indicator 1.1).
3. Furthermore, the number of strategic alliances and partnerships established with regional and global organizations provides insights into the level of involvement of the Authority in the international efforts invested in the achievement of the 2030 Agenda, including for improving cooperation in the conservation and sustainable use of ocean resources (performance indicator 1.2).
4. The ratification of the key founding legal instruments is the first step towards the realization of the full role of the Authority in a global context. Therefore, the number of States that have ratified or acceded to the Convention (performance indicator 1.3), the 1994 Agreement (performance indicator 1.4) and the Protocol on the Privileges and Immunities of the International Seabed Authority of 1998 are also of particular importance (performance indicator 1.5). Monitoring the rate of ratification of and accession to those instruments will enable the Authority to track their development and, if agreed upon, to initiate specific activities to encourage such ratification and accession.
5. The number of member States that have deposited charts or lists of geographical coordinates of points that establish the limits of national jurisdictions, including the delimitation of the continental shelf extending beyond 200 nautical miles from the baselines of the territorial sea, with the Secretary-General is also a valuable indicator (performance indicator 1.6).
6. The consideration of the aforementioned factors for measuring the implementation of strategic direction 1 has resulted in the identification of the following indicators:

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#### *Performance indicator*

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- 1.1 Number of programmes and initiatives overseen by the Authority that contribute to the achievement of relevant goals and targets of the 2030 Agenda for Sustainable Development
- 1.2 Number of strategic alliances and partnerships established with regional and global organizations to improve cooperation in the conservation and sustainable use of ocean resources

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*Performance indicator*


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- 1.3 Number of States that have ratified or acceded to the United Nations Convention on the Law of the Sea
  - 1.4 Number of States that have ratified the Agreement relating to the Implementation of Part XI of the United Nations Convention on the Law of the Sea of 10 December 1982
  - 1.5 Number of States parties that have ratified the Protocol on the Privileges and Immunities of the International Seabed Authority
  - 1.6 Number of member States of the Authority that have deposited charts or lists of geographical coordinates of points that establish the limits of national jurisdictions, including the delimitation of the continental shelf extending beyond 200 nautical miles from the baselines of the territorial sea, with the Secretary-General
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7. The data for performance indicators 1.2–1.6 are available and can be reported. The data for performance indicator 1.1 will become gradually available, as they depend on the implementation of the programmes and initiatives by the Authority.

## **Strategic direction 2**

### **Strengthen the regulatory framework for activities in the Area**

8. The primary means by which the Authority is required to organize, carry out and control activities in the Area on behalf of mankind as a whole is to adopt and uniformly apply rules, regulations and procedures. Furthermore, it is stipulated in the 1994 Agreement that rules, regulations and procedures relating to the conduct of activities in the Area are to be adopted as those activities progress. However, as stated in the strategic plan (ISBA/24/A/10, annex, para. 11), if regulations governing exploration have been adopted, the challenge now is to adopt sound and balanced regulations for exploitation. Therefore, the first indicator for tracking the performance of the Authority in strengthening the regulatory framework for activities in the Area should be the adoption of the rules, regulations and procedures, as well as standards and guidelines, that will cover all phases of mineral exploration and exploitation (performance indicator 2.1).

9. In addition, three other indicators are considered important. The first is the number of sponsoring States that have enacted deep seabed-related laws that govern and administer contractors' activities in the Area (performance indicator 2.2). The second is the number of technical workshops, including virtual workshops held through online collaborative tools, convened to support member States in the implementation of the legal regime governing deep seabed activities in the Area (performance indicator 2.3). The third is the number of programmes and initiatives implemented by the Authority that contribute to addressing the specific challenges faced by developing States in implementing effectively relevant international legal instruments governing activities in the Area (performance indicator 2.4).

10. The consideration of the aforementioned factors for measuring the implementation of strategic direction 2 has resulted in the identification of the following indicators:

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*Performance indicator*


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- 2.1 Adoption of rules, regulations and procedures for the conduct of activities in the Area and progress towards the adoption of the associated standards and guidelines necessary for their effective implementation
  - 2.2 Number of sponsoring States that have enacted deep seabed-related laws that govern and administer contractors' activities in the Area
  - 2.3 Number of technical and targeted workshops, including virtual workshops held through online collaborative tools, convened to support members States in the implementation of the legal regime governing deep seabed activities in the Area
  - 2.4 Number of programmes and initiatives of the Authority that contribute to addressing the specific challenges faced by developing States in implementing effectively relevant international legal instruments governing activities in the Area
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11. The data for all performance indicators currently proposed under strategic direction 2 are available and can be reported.

### **Strategic direction 3**

#### **Protect the marine environment**

12. Ensuring effective protection of the marine environment from harmful effects that may arise from activities undertaken in the Area, through the development of rules, regulations and procedures, is a core component of the Authority's mandate. Accordingly, the 1994 Agreement provides that the adoption of rules, regulations and procedures incorporating applicable standards for the protection and preservation of the marine environment (1994 Agreement, annex, sect. 1, para. (5) (g)) is one of the matters on which the Authority needs to concentrate during the time between the entry into force of the Convention and the approval of the first plan of work for exploitation.

13. The performance of the Authority in achieving this goal will therefore be assessed through its capacity to develop, implement and keep under review rules, regulations and procedures that are based on the best available science, the precautionary approach and best environmental practices for the environmentally responsible management of activities in the Area and that will ensure the effective protection of the marine environment and related obligations contained in articles 145 and 194 (5) of the Convention, as well as the associated environmental standards and guidelines (performance indicator 3.1).

14. The number of regional environment management plans that are adopted and implemented will also provide an important indication of the performance of the Authority in fulfilling its mandate and responsibilities, as reflected in the Convention and the 1994 Agreement (performance indicator 3.2). In the same spirit, monitoring the number of areas of particular environmental interest that are established after being identified on the basis of the best available scientific information in the context of the design and adoption of regional environment management plans will provide a good indication of performance (performance indicator 3.3).

15. The Authority is also committed to ensuring the collaborative and transparent collection and sharing of environmental data. A relevant performance indicator will lie in the capacity of the Authority to ensure public access to environmental information (performance indicator 3.4).

16. The consideration of the aforementioned factors for measuring the implementation of strategic direction 3 has resulted in the identification of the following indicators:

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*Performance indicator*

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- 3.1 Development, implementation and review of rules, regulations and procedures based on the best available science, the precautionary approach and best environmental practices for the environmentally responsible management of activities in the Area
  - 3.2 Number of regional environmental management plans adopted and implemented
  - 3.3 Number of areas of particular environmental interest established after being identified on the basis of the best available scientific information
  - 3.4 Availability of environmental information to the general public
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17. The data for all performance indicators currently proposed under strategic direction 3 are available and can be reported.

#### **Strategic direction 4**

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

18. The focus of strategic direction 4 is the duty of the Authority to promote and encourage the conduct of marine scientific research in the Area, as well as the coordination and dissemination of the results of such research and analysis, when available (art. 143 (2) of the Convention). This necessarily involves the need to improve coordination among relevant stakeholders, including through the adoption of strategies designed to increase synergies and mobilize adequate resources. Consequently, the number of strategic alliances and partnerships that contribute to the achievement of strategic direction 4 will be monitored (performance indicator 4.1). Another important indicator will be the number of such strategic alliances and partnerships that contribute effectively to enhancing and expanding the sharing of data and information (performance indicator 4.3).

19. In addition, the ability of the organization to promote marine scientific research directed towards providing the scientific knowledge necessary to ensure the effective protection of the marine environment and related obligations contained in the Convention, including through regional environmental management plans (performance indicator 4.4), and the ability of the Authority to disseminate research results and analyses through its database (performance indicator 4.2) should also be considered as key performance indicators.

20. The consideration of the aforementioned factors for measuring the implementation of strategic direction 4 has resulted in the identification of the following indicators:

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*Performance indicator*


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- 4.1 Number of strategic alliances and partnerships that contribute to the promotion and encouragement of marine scientific research in the Area
  - 4.2 Number of research results and analyses, including from contractors, disseminated through the Authority's database
  - 4.3 Number of strategic alliances and partnerships that contribute to enhancing and expanding the sharing of data and information
  - 4.4 Promote marine scientific research directed towards providing the scientific knowledge necessary to ensure the effective protection of the marine environment
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21. The data for all performance indicators currently proposed under strategic direction 4 are available and can be reported.

### **Strategic direction 5**

#### **Build capacity for developing States**

22. Strategic direction 5 focuses on the role of the Authority in ensuring that capacity-building measures are developed and implemented effectively and that they meet the needs of developing States, identified through transparent processes in which such States are fully involved (performance indicator 5.1).

23. As such, the performance of the Authority in implementing strategic direction 5 will be monitored through a series of indicators. The numbers of qualified personnel from developing States who have participated in the capacity-building activities of the Authority will of course provide an important indication of the overall performance of the programmes implemented by the Authority (performance indicator 5.2). However, it will also be important to identify the percentage of capacity-building activities with long-term impact for the receiving States (performance indicator 5.3).

24. The number of women from developing States who have participated in the Authority's capacity-building programmes will also be a critical indication of the commitment of the organization to addressing the existing gender gap (performance indicator 5.4).

25. Particular attention will also be given to the number of qualified personnel who have benefited from training funded through the Endowment Fund for Marine Scientific Research in the Area (performance indicator 5.5). Given that performance against such indicators will depend on the availability of funds in the Endowment Fund, the number of members and non-members of the Authority that have contributed to the Endowment Fund will also be monitored (performance indicators 5.6 and 5.7).

26. The consideration of the aforementioned factors for measuring the implementation of strategic direction 5 has resulted in the identification of the following indicators:

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*Performance indicator*


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- 5.1 Identification of specific capacity-building needs of developing States by developing States identified
  - 5.2 Number of qualified scientists and technical personnel from developing States who have participated in the capacity-building programmes of the Authority
  - 5.3 Percentage of capacity-building activities with long-term impact for the receiving member States
  - 5.4 Number of female qualified personnel from developing States who have participated in the capacity-building programmes of the Authority
  - 5.5 Number of qualified personnel who have benefited from training funded through the Endowment Fund for Marine Scientific Research in the Area
  - 5.6 Number of members of the Authority that have contributed to the Endowment Fund for Marine Scientific Research in the Area
  - 5.7 Number of non-members of the Authority that have contributed to the Endowment Fund for Marine Scientific Research in the Area
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27. The data for performance indicators 5.1, 5.2 and 5.5–5.7 are available and can be reported. Data for performance indicators 5.3 and 5.4 need to be generated.

### **Strategic direction 6**

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

28. An important part of the mandate of the Authority is to promote the participation of developing States in the activities undertaken in the Area. The first step towards meeting that goal is to address the specific challenges faced by developing States in attending and participating in meetings of the Authority. It is therefore necessary to monitor the total number and rate of attendance of developing States members of the Authority, including landlocked and geographically disadvantaged States, small island developing States and least developed States, at the official meetings of the Authority (performance indicator 6.1).

29. Dedicated voluntary trust funds have been established for the purpose of defraying the cost of participation of members of the Finance Committee, the Legal and Technical Commission and the Council. Monitoring the number of members of these organs who have benefited from such funds every year will provide a useful indication of the impact and necessity of such funds (performance indicators 6.2 and 6.3). Accordingly, monitoring the amount of total contributions made to these funds will be a good indication of the efforts of the Authority in encouraging members, observers and other stakeholders to contribute to those funds (performance indicator 6.4).

30. Another mechanism listed in the strategic plan to ensure a fully integrated participation of developing States in activities in the Area is the identification of possible approaches to the independent operation of the Enterprise ([ISBA/24/A/10](#), strategic direction 6.5), including the procedures and criteria for the establishment of joint ventures. Considering the importance of such a strategic objective, it should be the subject of a specific indicator (performance indicator 6.6).

31. The consideration of the aforementioned factors for measuring the implementation of strategic direction 6 has resulted in the identification of the following indicators:



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*Performance indicator*


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- 6.1 Number and percentage of developing States members of the Authority attending the meetings of the Authority (by meetings), including landlocked and disadvantaged States, small island States and least developed States
  - 6.2 Number of members of the Finance Committee and the Legal and Technical Commission from developing States who have benefited from the voluntary trust fund
  - 6.3 Number of members of the Council from developing States who have benefited from the voluntary trust fund
  - 6.4 Amount of total contributions made to the voluntary trust funds (by fund)
  - 6.5 Identification of possible approaches to the independent operation of the Enterprise, including procedures and criteria for the establishment of joint ventures
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32. The data for all performance indicators currently proposed under strategic direction 6 are available and can be reported.

### **Strategic direction 7**

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

33. Strategic direction 7 focuses on the obligation of the Authority to adopt rules, regulations and procedures for the equitable sharing of financial and other economic benefits derived from activities in the Area (art. 140 (2) of the Convention), as well as potential benefits that may be received (art. 82 (4)). The capacity of the organization to discharge this obligation will be assessed through the adoption of a mechanism that will provide for the equitable sharing of financial and other economic benefits.

34. The consideration of the aforementioned factors for measuring the implementation of strategic direction 7 has resulted in the identification of the following indicator:

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*Performance indicator*


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- 7.1 Adoption of a mechanism for providing for the equitable sharing of financial and other economic benefits
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35. The data for this performance indicator are available and can be reported.

### **Strategic direction 8**

#### **Improve the organizational performance of the Authority**

36. The purpose of strategic direction 8 is to enhance the performance of the organization as a whole, including that of the Authority's organs and subsidiary bodies and of the Secretariat. This will be assessed through the successful completion of outputs by the target date (performance indicator 8.1).

37. Assessing the overall effectiveness of the Authority also covers processes and services, as well as human and financial resources. With regard to processes and services, the development and implementation of a strategic plan, completed by a high-level action plan and other relevant workplans and planning documents

necessary for the achievement of the Authority's mandate, will be a critical indicator of performance for the organization (performance indicator 8.2).

38. It will also be necessary to monitor the financial health of the Authority. This will be assessed by measuring the collection rate of annual contributions against assessed contributions (performance indicator 8.3). Monitoring the percentage of unpaid contributions by members will also be key (performance indicator 8.4). As the organization follows a more programmatic approach in the delivery of its activities, two factors will be assessed. First, to ensure that all planned activities, including capacity-building activities, are carried out, it will be of utmost importance to mobilize the necessary resources (performance indicator 8.5). Second, consideration will need to be given to developing a diverse donor base in order to reduce the risk of a funding shortfall (performance indicator 8.6).

39. The consideration of the aforementioned factors for measuring the implementation of strategic direction 8 has resulted in the identification of the following indicators:

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*Performance indicator*

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- 8.1 Number of outputs completed by the original target date
  - 8.2 Adoption and implementation of the strategic plan, the high-level action plan and other relevant workplans necessary for the achievement of the Authority's mandate
  - 8.3 Percentage of assessed contributions received from members (collection rate)
  - 8.4 Percentage of unpaid contributions by members
  - 8.5 Percentage of extrabudgetary contributions to the budget, as well as number of new donors
  - 8.6 Percentage of contributions provided by top-five donors
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40. Data for all the performance indicators currently proposed under strategic direction 8 are in the process of being collected within the organization and can be reported.

### **Strategic direction 9**

#### **Commit to transparency**

41. Transparency is an essential element of good governance and, therefore, a fundamental guiding principle of the Authority in the conduct of its activities. The performance of the organization in implementing strategic direction 9 will be assessed by means of five indicators. First, the number of outreach activities undertaken by the Authority to raise awareness among relevant stakeholders of its mandate and responsibilities for the Area (performance indicator 9.1). Second, the number of initiatives launched by the Authority to receive stakeholder inputs will certainly provide a good indication of the performance of the organization in implementing strategic direction 9 (performance indicator 9.2). A third indicator will be the number of official documents made available to the general public through the website of the Authority (performance indicator 9.3). In addition, the adoption and implementation of a communications and stakeholder engagement strategy will provide an essential indication of the action of the Authority to ensure an open and meaningful dialogue with all stakeholders (performance indicator 9.4). Lastly, the measures taken by the Authority in conformity with the Convention and the rules, regulations and

procedures of the Authority to make publicly available the non-confidential information contained in contracts and contractors' annual reports, when allowed by national legislation, and related environmental information, including the impact assessments associated with applications for plans of work, will be monitored (performance indicator 9.5).

42. The consideration of the aforementioned factors for measuring the implementation of strategic direction 9 has resulted in the identification of the following indicators:

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*Performance indicator*

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- 9.1 Number of outreach activities undertaken by the Authority to raise awareness among relevant stakeholders of its mandate and responsibilities for the Area
  - 9.2 Number of initiatives launched by the Authority to receive stakeholder inputs
  - 9.3 Number of official documents made available to the general public through the website of the Authority
  - 9.4 Adoption and implementation of a communications and stakeholder engagement strategy
  - 9.5 Measures taken by the Authority to make publicly available the non-confidential information contained in contracts and contractors' annual reports, when allowed by national legislation, and related environmental information, including the impact assessments associated with applications for plans of work
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43. Data for all the performance indicators currently proposed under strategic direction 9 are in the process of being collected within the organization and can be reported.

## Annex II

### Strategic directions and corresponding high-level actions

| No.      | Strategic direction   | High-level action  |
|----------|---|--|
| <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 and regional 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  | 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<br><br>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<br><br>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<br><br>3.1.4. Keep under review best environmental practices and monitor developments in best available techniques |
| 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  | 3.2.1. Develop regional environmental assessments and management plans for all mineral provinces in the Area where exploration or exploitation is taking place<br><br>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. | Strategic direction   | High-level action   |
|-----|---|---|
| 3.3 | Ensure public access to environmental information, including environmental information from contractors, and participation by stakeholders, as appropriate  | <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>3.3.1. Facilitate public access to non-confidential 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>  |
| 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>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>  |
| 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>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> |

| No.      | Strategic direction  | High-level action   |
|----------|--|---|
| <b>4</b> | <b>Promote and encourage marine scientific research in the Area</b>  |   |
| 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  | <p>4.1.1. Actively promote and encourage the conduct of marine scientific research with respect to activities in the Area</p> <p>4.1.2. Promote and encourage research related to the environmental effects of activities in the Area</p> <p>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</p>  |
| 4.2      | Collect and disseminate the results of research and analysis, when available   | <p>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</p> <p>4.2.2. Ensure the dissemination of the results of research and analysis, when available, in a timely manner</p>  |
| 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) | <p>4.3.1. Establish and enhance partnerships for improved sharing of data and information</p> <p>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</p> <p>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</p> |
| 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  | <p>4.4.1. Promote and strengthen partnerships with the international scientific community, including by involving it in workshops and technical publications</p> <p>4.4.2. Promote and facilitate access to non-confidential information and data related to the marine environment</p>   |



| <i>No.</i> | <i>Strategic direction</i>   | <i>High-level action</i>   |
|------------|--|--|
| 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 geographically disadvantaged States, small island developing States, least developed countries and landlocked 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   | 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   |
| 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>   |

| No.      | Strategic direction  | High-level action   |
|----------|--|---|
| <b>6</b> | <b>Ensure fully integrated participation by developing States</b>  |   |
| 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 landlocked 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  |
| <b>7</b> | <b>Ensure equitable sharing of financial and other economic benefits</b>   |   |
| 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   |

| No.      | Strategic direction  | High-level action  |
|----------|--|--|
| <b>8</b> | <b>Improve the organizational performance of the Authority</b>   |  |
| 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</b> | <b>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>  |

## High-level actions and related outputs

|  |  | Outputs for 2019–2023   |                           |                                |                               |                                 |
|--|--|---|---------------------------|--------------------------------|-------------------------------|---------------------------------|
| No.  | High-level action  | Description   | Time frame for completion | Organ responsible <sup>a</sup> | Associated organ <sup>a</sup> | Coordinating organ <sup>a</sup> |
| Strategic direction 1: realize the role of the Authority in a global context |  |   |                           |                                |                               |                                 |
| 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                   |                                 |

<sup>a</sup> The following definitions apply: organ responsible: the entity that is the main driver of the action in question and is ultimately accountable; associated organ: the entity that is involved in the action by remaining actively engaged and well informed; coordinating organ: the entity that collaborates with the responsible organ, playing a substantive role to ensure inclusiveness and convergence.

| No.   | High-level action  | Outputs for 2019–2023   |                           |                                |                               |
|-------|--|---|---------------------------|--------------------------------|-------------------------------|
|       |  | Description   | Time frame for completion | Organ responsible <sup>a</sup> | Associated organ <sup>a</sup> |
| 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 and regional 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 and regional 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                   |

|       |   | Outputs for 2019–2023  |                           |                                |                               |                                 |
|-------|---|--|---------------------------|--------------------------------|-------------------------------|---------------------------------|
| No.   | High-level action   | Description  | Time frame for completion | Organ responsible <sup>a</sup> | Associated organ <sup>a</sup> | Coordinating organ <sup>a</sup> |
| 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 | (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 72/249 of the United Nations General Assembly, with a view to raising awareness of the mandate and role of the Authority | Continuous                | Secretariat                    |                               |                                 |
|       |   | (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                | Annual                    | Assembly                       | Secretariat                   |                                 |
|       |   | (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   | Continuous                | Secretariat                    |                               |                                 |

| No.   | High-level action   | Description  | Outputs for 2019–2023     |                                |  |                                 |
|-------|---|--|---------------------------|--------------------------------|--|---------------------------------|
|       |   |  | Time frame for completion | Organ responsible <sup>a</sup> | Associated organ <sup>a</sup>              | Coordinating organ <sup>a</sup> |
| 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 |                                 |



|   |  | Outputs for 2019–2023  |                           |                                |                               |  |
|---|--|--|---------------------------|--------------------------------|-------------------------------|--|
| No.   | High-level action  | Description  | Time frame for completion | Organ responsible <sup>a</sup> | Associated organ <sup>a</sup> | Coordinating organ <sup>a</sup>                      |
| Strategic direction 2: strengthen the regulatory framework for activities in the Area |  |  |                           |                                |                               |  |
| 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                | Legal and Technical Commission | 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  |

| No.   | High-level action  | Outputs for 2019–2023   |                           |                                |                                |                                 |
|-------|--|---|---------------------------|--------------------------------|--------------------------------|---------------------------------|
|       |  | Description   | Time frame for completion | Organ responsible <sup>a</sup> | Associated organ <sup>a</sup>  | Coordinating organ <sup>a</sup> |
| 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 | No output against this action   | Continuous                | Council                        | Legal and Technical Commission |                                 |
| 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               | Biennial                  | 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  |

|   |  | Outputs for 2019–2023   |                           |  |                                |                                 |
|---|--|---|---------------------------|--|--------------------------------|---------------------------------|
| No.   | High-level action  | Description   | Time frame for completion | Organ responsible <sup>a</sup>             | Associated organ <sup>a</sup>  | Coordinating organ <sup>a</sup> |
| Strategic direction 3: protect the marine environment |  |   |                           |  |                                |                                 |
| 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 guidance for contractors on the establishment of impact and preservation reference zones   | 2020                      | Legal and Technical Commission             | Council                        |                                 |
|   |  | (iii) 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 |                                 |
| 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                        |                                 |

| No.   | High-level action   | Outputs for 2019–2023  |                           |                                |                                |  |
|-------|---|--|---------------------------|--------------------------------|--------------------------------|--|
|       |   | Description  | Time frame for completion | Organ responsible <sup>a</sup> | Associated organ <sup>a</sup>  | Coordinating organ <sup>a</sup>                |
|       |   | (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 |
| 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                                    |

| No.   | High-level action  | Outputs for 2019–2023   |                           |                                |  |
|-------|--|---|---------------------------|--------------------------------|--|
|       |  | Description   | Time frame for completion | Organ responsible <sup>a</sup> | Associated organ <sup>a</sup>              |
| 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 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 submissions received from all stakeholders in response to the public consultation on the draft regulations on exploitation | Continuous                | Secretariat                    |  |
| 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                                    |

|       |  | Outputs for 2019–2023   |                           |                                |                                |                                 |
|-------|--|---|---------------------------|--------------------------------|--------------------------------|---------------------------------|
| No.   | High-level action  | Description   | Time frame for completion | Organ responsible <sup>a</sup> | Associated organ <sup>a</sup>  | Coordinating organ <sup>a</sup> |
| 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                      | Council                        | Legal and Technical Commission | Secretariat                     |
|       |  | (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                        |                                 |

| No.  | High-level action  | Outputs for 2019–2023   |                           |                                |                                |                                 |
|--|--|---|---------------------------|--------------------------------|--------------------------------|---------------------------------|
|  |  | Description   | Time frame for completion | Organ responsible <sup>a</sup> | Associated organ <sup>a</sup>  | Coordinating organ <sup>a</sup> |
| 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                       |                                |                                 |
| 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                    |                                |                                 |

| No.   | High-level action   | Outputs for 2019–2023  |                           |                                |                               |                                 |
|-------|---|--|---------------------------|--------------------------------|-------------------------------|---------------------------------|
|       |   | Description  | Time frame for completion | Organ responsible <sup>a</sup> | Associated organ <sup>a</sup> | Coordinating organ <sup>a</sup> |
| 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                   |                                 |
| 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                    |                               |                                 |



| No.  | High-level action  | Outputs for 2019–2023   |                           |                                |                               |                                 |
|--|--|---|---------------------------|--------------------------------|-------------------------------|---------------------------------|
|  |  | Description   | Time frame for completion | Organ responsible <sup>a</sup> | Associated organ <sup>a</sup> | Coordinating organ <sup>a</sup> |
| 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 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                    |                               |                                 |
| <b>Strategic direction 5: build capacity for developing States</b> |  |   |                           |                                |                               |                                 |
| 5.1.1  | Assist developing States, in particular geographically disadvantaged States, small island developing States, least developed countries and landlocked 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 geographically disadvantaged States, small island developing States, least developed countries and landlocked developing countries | 2020                      | Secretariat                    |                               |                                 |
|  |  | (iii) Develop a capacity-building strategy for the Authority that addresses the needs identified by developing States   | 2020                      | Secretariat                    | Assembly                      |                                 |

| No.   | High-level action  | Outputs for 2019–2023  |                           |                                |                               |                                 |
|-------|--|--|---------------------------|--------------------------------|-------------------------------|---------------------------------|
|       |  | Description  | Time frame for completion | Organ responsible <sup>a</sup> | Associated organ <sup>a</sup> | Coordinating organ <sup>a</sup> |
| 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                      |                                 |
| 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                    |                               |                                 |

|  |   | <i>Outputs for 2019–2023</i>  |                                  |                                      |                                     |                                       |
|--|---|---|----------------------------------|--------------------------------------|-------------------------------------|---------------------------------------|
| <i>No.</i>   | <i>High-level action</i>  | <i>Description</i>  | <i>Time frame for completion</i> | <i>Organ responsible<sup>a</sup></i> | <i>Associated organ<sup>a</sup></i> | <i>Coordinating organ<sup>a</sup></i> |
|  |   | (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        |
|  |   | (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                            |                                       |

|       |  | Outputs for 2019–2023   |                           |                                |                               |                                 |
|-------|--|---|---------------------------|--------------------------------|-------------------------------|---------------------------------|
| No.   | High-level action  | Description   | Time frame for completion | Organ responsible <sup>a</sup> | Associated organ <sup>a</sup> | Coordinating organ <sup>a</sup> |
| 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     | Continuous                | Secretariat                    | Assembly                      |                                 |
|       |  | (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  |

| No.   | High-level action   | Outputs for 2019–2023   |                           |                                |                                |                                 |
|-------|---|---|---------------------------|--------------------------------|--------------------------------|---------------------------------|
|       |   | Description   | Time frame for completion | Organ responsible <sup>a</sup> | Associated organ <sup>a</sup>  | Coordinating organ <sup>a</sup> |
| 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                    |                                |                                 |
| 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                        |                                 |

|   |  | Outputs for 2019–2023   |                           |                                |                               |                                 |
|---|--|---|---------------------------|--------------------------------|-------------------------------|---------------------------------|
| No.   | High-level action  | Description   | Time frame for completion | Organ responsible <sup>a</sup> | Associated organ <sup>a</sup> | Coordinating organ <sup>a</sup> |
| <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                      |                                 |
|   |  | (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             |                                 |

| No.   | High-level action   | Outputs for 2019–2023   |                           |                                |   |                                 |
|-------|---|---|---------------------------|--------------------------------|---|---------------------------------|
|       |   | Description   | Time frame for completion | Organ responsible <sup>a</sup> | Associated organ <sup>a</sup>           | Coordinating organ <sup>a</sup> |
|       |   | (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                    |   |                                 |
| 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                       |                                 |

| No.   | High-level action   | Outputs for 2019–2023   |                           |                                |                               |                                 |
|-------|---|---|---------------------------|--------------------------------|-------------------------------|---------------------------------|
|       |   | Description   | Time frame for completion | Organ responsible <sup>a</sup> | Associated organ <sup>a</sup> | Coordinating organ <sup>a</sup> |
| 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                    |                               |                                 |
| 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                    |                               |                                 |



| No.   | High-level action  | Outputs for 2019–2023  |                           |                                |   |                                 |
|-------|--|--|---------------------------|--------------------------------|---|---------------------------------|
|       |  | Description  | Time frame for completion | Organ responsible <sup>a</sup> | Associated organ <sup>a</sup>           | Coordinating organ <sup>a</sup> |
| 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                        |
| 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                                |                                 |

|  |   | Outputs for 2019–2023  |                           |                                |                               |                                 |
|--|---|--|---------------------------|--------------------------------|-------------------------------|---------------------------------|
| No.  | High-level action   | Description  | Time frame for completion | Organ responsible <sup>a</sup> | Associated organ <sup>a</sup> | Coordinating organ <sup>a</sup> |
| <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                    |                               |                                 |
|  |   | (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                    |                               |                                 |

|       |   | Outputs for 2019–2023  |                           |                                |                                |                                 |
|-------|---|--|---------------------------|--------------------------------|--------------------------------|---------------------------------|
| No.   | High-level action   | Description  | Time frame for completion | Organ responsible <sup>a</sup> | Associated organ <sup>a</sup>  | Coordinating organ <sup>a</sup> |
|       |   | (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  |                           |                                |                                |                                 |
| 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                    |                                |                                 |

| No.   | High-level action  | Outputs for 2019–2023  |                           |                                |                               |                                 |
|-------|--|--|---------------------------|--------------------------------|-------------------------------|---------------------------------|
|       |  | Description  | Time frame for completion | Organ responsible <sup>a</sup> | Associated organ <sup>a</sup> | Coordinating organ <sup>a</sup> |
|       |  | (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                    |                               |                                 |
|       |  | (vi) Report on the outcomes of contractors' meetings   | Annual                    | Secretariat                    | Council                       |                                 |
| 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                    |                               |                                 |
|       |  | (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 administrative elements and processes 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                     |