

Action Plan

V1: Updated 24 March, 2015

In the following action plan, the goals and objectives outlined in the IAATO Strategic Plan 2013-2018 are further expanded. Under each goal, each objective is elaborated on in its own table.

5.1. Institutional Structure

Goals and Objectives:

Goal 1: A strong institutional structure that is adaptable to changing conditions and needs

Objective: 5.1.1a - The responsibilities and value of participating in IAATO is clear to each Member, Associate and Affiliate						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26 April 28 – May 1, 2015
Maintain and update as necessary the online IAATO Member Handbook and elicit feedback for continual revision and improvement.	1	Administrative Dept	Annually, post Annual Meeting	<ul style="list-style-type: none"> ○ Track visits to Handbook pages via Google Analytics. ○ Number and substance of Member comments reflects effective use of handbook. ○ Periodic review by and feedback from Operations Dept and Membership Committee. 	<ul style="list-style-type: none"> ○ IAATO has a thriving membership that continues to include a near complete list of companies involved in Antarctic tourism. ○ A Survey of Members indicates that they feel IAATO provides effective value for money and fulfills their needs. 	<ul style="list-style-type: none"> • Members being coached individually on handbook as queries come in. • Membership Survey conducted in Q2 2014-15 to be reported on at IAATO26
Communicate regularly with Membership to ensure website and database content is kept current.	1	Administrative Dept	Semi-annually, pre-season and end of season	<ul style="list-style-type: none"> ○ Improve database to timestamp latest update. ○ Accuracy and completeness of database information, as provided by members. Less chasing of members is required. 	<ul style="list-style-type: none"> ○ Archive or log of clearly articulated accomplishments that provide value and benefits to members. 	<ul style="list-style-type: none"> • Operators approached prior to each season to check information valid (e.g. vessel database, contacts, etc.)

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Provide transparent communications with the Membership regarding their financial investment (e.g. dues and fees) in the Association.	2	Administrative Dept, Finance Committee	Reported annually at IAATO Meeting	<ul style="list-style-type: none"> ○ Expenses relative to program areas and projects that benefit members are clearly accessible. ○ Trend analysis: look at annual rates in categories such as specific program expenses, support services (administrative and overhead), total revenues and compensation. 	<ul style="list-style-type: none"> ○ Post workshop surveys after each workshop 	<ul style="list-style-type: none"> • Finance Committee report/PowerPoint delivered at IAATO26 2015 meeting • Review of financial planning undertaken by FC and EC. For reserves to be tabled at IAATO26
Define and promote value of membership	1	Administrative Dept, with assistance from Operations Dept	Ongoing.	<ul style="list-style-type: none"> ○ Quarterly Member newsletter demonstrates benefits in membership in routine operation mode ○ Regular workshops and initiatives that support members in their Antarctic operations ○ IAATO is used as a valued partner in reputation management following incidents. 	<ul style="list-style-type: none"> ○ Annual workshops, i.e. Crisis media, Field Staff, Marine (Polar Code) planned for 2014-16 	<ul style="list-style-type: none"> • Member Newsletter published and delivered to Members each quarter since Q1 2013-14 • SAREX with NZ Feb '15. • Vessel Ops Meeting to be held June '15, • Field Staff Conference to be held Sept '15, • Train the Trainer Emergency Exercise Workshop May '15,

Objective: 5.1.1b - There is a viable and effective Committee and Working Group structure, with active, engaged participation by Members						
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Review TORs for Committees and Working Groups to ensure that they are viable, effective, and capable of supporting the groups work.	2	Administrative Dept	Annually	<ul style="list-style-type: none"> TORs require little amendment on an annual basis. 	<ul style="list-style-type: none"> Committee and Working Group TOR are regularly successful in resolving questions pertaining to the makeup of committees and working groups. Newsletter articles that engage members and demonstrate accomplishments resulting from cooperative efforts. Committees and working groups are subscribed to in numbers required, and are regularly meeting the goals established at the Annual Meeting, with evidence that these projects advance the overall program goals and mission statement of IAATO. Secretariat, committees and working groups are making effective use of communications forums: email, website discussion forums, website document libraries, margin meetings at Annual Meeting, special meetings or Skype conference calls. Members have more active 	<ul style="list-style-type: none"> TORs reviewed with committee groups prior to and in preparation for IAATO 26 meeting
Promote Committee and Working Group efforts in Member Newsletters	1	Administrative Dept, with assistance of Operations Dept	Quarterly	<ul style="list-style-type: none"> Regular articles for each active committee and working group, demonstrate progress of ongoing projects and programs. 		<ul style="list-style-type: none"> Meetings of committees are reported on in Newsletters as well as when committees report on special projects.
Assign a member of the Secretariat to each Committee and Working Group to support the groups' projects	1	Secretariat	Annually	<ul style="list-style-type: none"> Annually Committee and Working Group work plans are fulfilled. 		<ul style="list-style-type: none"> Each member of the Secretariat is paired with Committees and working groups.
Provide effective platforms for discussions within each group and to facilitate work to be done	2	Administrative Dept	Ongoing	<ul style="list-style-type: none"> Secretariat can demonstrate success in soliciting feedback from all or high percentage of committee or working group members on projects. 		<ul style="list-style-type: none"> Email, and Skype are used as the main communications forums. Two intersessional committee meetings held during 2014-15 year (2 Exec) plus four committee's

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					role in driving annual projects and program goals.	meeting day before IAATO26
Provide incentive – awards, recognition, etc. – for committee and working group service and contribution.	3	Secretariat		<ul style="list-style-type: none"> Incentives are desirable and sought after as useful credential 		<ul style="list-style-type: none"> Assistance and contributions by individual committee members highlighted in newsletters. Work on providing additional incentives on hold.

Objective: 5.1.1c - The Secretariat is efficient, cost-effective and able to respond to the needs of the Membership						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26 April 28 – May 1, 2015
Regular reviews of the Secretariat structure – e.g. the organization chart and areas of assigned responsibility	1	Executive Committee & Secretariat	Annually during EC meeting	<ul style="list-style-type: none"> Organization chart accurately reflects work distribution and committee coordination within the Secretariat 	<ul style="list-style-type: none"> Annual goals, relative to need and budget, are regularly met using staff and outside assistance as planned for. Ability to call on proven team of outside resources (freelancers, consultants, etc.) to accomplish planned and un-planned projects. 	<ul style="list-style-type: none"> The post of Environmental Manager was changed from part time to full time and was filled by Tudor Morgan in January of 2015.
Review of the human	1	Secretariat,	Ongoing,	<ul style="list-style-type: none"> Planned projects – using 		<ul style="list-style-type: none"> See comments

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resources needed for planned activities, using: i. Internal capacity of the Secretariat, and priority-setting exercises; ii. Outside assistance (freelancers, contractors, consultants) under the direction of the Secretariat		with assistance from EC	with pre-planning Dec-Feb for next fiscal year	<ul style="list-style-type: none"> internal or external resources – are completed and on budget Sufficient capacity to deal with unexpected projects/ work can be effectively handled without overly affecting planned projects. Post evaluation of effectiveness of outside assistance on each project bid: quality, timeliness, cost 	<ul style="list-style-type: none"> Stable, efficient work force that is open to learn and able to adapt to new challenges. Cost-effective secretariat maximizing technologies so support remote office, yet recognizing the value of regular face-to-face meetings. 	above.
Annual Secretariat personnel evaluations & appraisals	1	Executive Committee & Secretariat	Annually	<ul style="list-style-type: none"> Evaluation & appraisal process provides an effective efficient forum to develop individual's, and the team's, performance. Secretariat personnel undergo professional development 		<ul style="list-style-type: none"> Evaluations and individual goal setting took place this year for all secretariat employees Personnel development included team Time and Priority Management course. Additional individual training courses on Mail Chimp (AL) & maximizing personal impact (to be completed) (JH)

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Ensure a functioning and effective team operating in a remote environment through effective use of technology and supported by regular working meetings of the secretariat staff.	1	Secretariat	Ongoing	<ul style="list-style-type: none"> ○ Annual appraisal feedback indicates a good team environment with satisfied and motivated staff. 		<ul style="list-style-type: none"> • The full Secretariat staff met for a week-long meeting and participated in team building and professional development exercises in addition to strategic planning and collaboration.

Goal 2: A system of accountability and compliance supports the goals and policies of the organization

Objective: 5.1.2a - The Association’s organizational principles are respected and valued within the Secretariat and across the Membership						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26 April 28 – May 1, 2015
Ensure that Association’s strategic plan, mission statement, vision and values are widely circulated to membership and positioned front and central in decision making by all the Associations bodies.	1	Secretariat and membership	Ongoing	<ul style="list-style-type: none"> Decisions and new policies within the association reflect the IAATO principles 	<ul style="list-style-type: none"> The Association’s principles have proved effective and capable of guiding the organization in its challenges over the period 2013-2018. After five years, maximum, the principles of the strategic plan have undergone a thorough review and are amended as needed to face emerging challenges. 	<ul style="list-style-type: none"> Update on progress of Strategic plan, etc. delivered to members at IAATO26.
Review of the Strategic Plan and its principles takes place at minimum on a five yearly basis to ensure principles are consistent and applicable to new challenges	1	Secretariat and Exec Committee	2017-2018, if perceived not needed before	<ul style="list-style-type: none"> Biennial horizon scans either indicate that the principles are holding sound or alert the Membership to possible inadequacies or issues. 		<ul style="list-style-type: none"> A Membership survey was administered to all IAATO members in early November 2015. Results will be presented at IAATO26
Regular reviews of bylaws and policies to ensure consistency with the principles and that they have the ability to meet new challenges	1	Secretariat, Bylaws Committee	Annually	<ul style="list-style-type: none"> Revisions to Bylaws and policies are drafted and approved by Members as needed and efficiently 		<ul style="list-style-type: none"> Corporate Liability and Antitrust legal review conducted 2013-14. Final proposed changes to Bylaws resulting from this review will be voted upon at

						<p>IAATO26</p> <ul style="list-style-type: none"> IAATO Antitrust Policy was voted on in an electronic vote conducted in March 2015. It was approved by majority vote.
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Objective: 5.1.2b - In both the Membership and Secretariat there is a strong culture of timely and balanced disclosure of matters which concern the Association						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26 April 28 – May 1, 2015
Review IAATO Incident Report to ensure it provides specificity yet is flexible for the wide range of IAATO operators	2	Secretariat	Every two years	<ul style="list-style-type: none"> Report is methodically and objectively evaluated 	<ul style="list-style-type: none"> When problems occur, Incident Reports provide the lion's share of information for IAATO internal reports and press releases, as needed. Members and their Field staffs are comfortable reporting on incidents, understanding the value of lessons learned, and without fear of reprisal. 	<ul style="list-style-type: none"> Incident report has been used as basis for feedback on several occasions during past year. Members been very proactive in reporting issues to IAATO secretariat.
Highlight Incident Report in Seasonal Instructions, Summaries, Annual Meeting, etc. so that Members turn to it automatically when needed	1	Secretariat	Annually, pre-season	<ul style="list-style-type: none"> Incident Report is used and submitted by Members without prompting 		<ul style="list-style-type: none"> Completed in Field Ops Manual and Seasonal instructions.
Whistleblower policy is drafted	2	Secretariat and Compliance &	2014 (delayed)	<ul style="list-style-type: none"> Policy is approved by Members 		<ul style="list-style-type: none"> In 2014-15 work program as part of Accident,

		Dispute Resolution Committee				Incident and Near Miss Database proposal.
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Objective: 5.1.2c - Support a functioning and objective compliance and dispute mechanism						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26 April 28 – May 1, 2015
Ensure that all Membership understand the compliance and dispute resolution process	1	Administration	Ongoing	Application of the rules of procedures is straightforward and efficient	<ul style="list-style-type: none"> ○ The Rules of compliance are rarely brought to bear, but when they are, the outcome is transparent and fair. 	<ul style="list-style-type: none"> • Compliance and dispute documents are posted on-line and have been reviewed by legal experts
Apply the Compliance and Dispute Resolution procedures, in appropriate situations, for the benefit of all members	1	Administration & Operations Dept.	Ongoing	Issues of compliance are resolved swiftly and fairly.		<ul style="list-style-type: none"> • The C&DRC was used for the first time in the 2014-15 season. The process went according to plan.

Goal 3: An Institutional Structure that is supported by effective communications systems

Objective: 5.1.3a - There is a network of platforms and forums to inform, consult, involve and collaborate with the Membership, Committees and Working Groups						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26 April 28 – May 1, 2015
Review current membership and committee communications methods	2	Administrative Dept	2014, biennially	<ul style="list-style-type: none"> ○ Actionable items in communications plan are regularly completed ○ Member survey on effectiveness of communications 	<ul style="list-style-type: none"> ○ Communication methods among members and committees are efficient and effective, and make the work of the committees easier. ○ Social media tools are not embraced for their own sake, but are effective in bringing attention to relevant issues and/or channeling response. ○ Cost of physical meetings – to IAATO and to its individual members – is outweighed by value and benefits derived; value of face-to-face meetings makes the association stronger. 	<ul style="list-style-type: none"> • 2015 Membership survey, polled communications methods between Secretariat and Members and Committees • Draft Communications Strategy and Action Plan to be presented at IAATO 26.
Review alternative or additional methods to streamline and improve member communications, including social media	2	Secretariat	Ongoing, review and evaluate bi-annually	<ul style="list-style-type: none"> ○ Alternative or additional methods are accepted and found useful (through survey) 	<ul style="list-style-type: none"> ○ Members are apprised and up-to-date on current and important issues affecting their operations. 	<ul style="list-style-type: none"> • Draft Communications Strategy and Action Plan to be presented at IAATO 26.
Arranging Annual, and other, meetings as needed and investigate methods to improve value in attendance for participants.	1	Secretariat	Ongoing	<ul style="list-style-type: none"> ○ High attendance at meetings ○ Meetings are evaluated to have provided engagement and value not otherwise achieved through other communications means ○ Member survey following each annual meeting 	<ul style="list-style-type: none"> ○ Members are apprised and up-to-date on current and important issues affecting their operations. 	<ul style="list-style-type: none"> • Member survey conducted in fall of 2015 • IAATO26 on track for record level of attendance. • Vessel Operator Meeting & Field

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						Staff Meeting scheduled for 2015.
Producing a quarterly IAATO E-Newsletters to Membership	1	Administrative Dept	Ongoing, quarterly	<ul style="list-style-type: none"> ○ Newsletters are completed, distributed in timely way ○ Evaluate “open rate” of newsletter ○ Evaluate hits to linked pages in website 		<ul style="list-style-type: none"> • Quarterly newsletters have been delivered to members since Q1 2013 - 2014 • In 2015, in response to Member response, the quarterly newsletter has been changed to biannually and supplemented with more regular ‘News from IAATO’ mailshots
Supporting other forums including online discussions, conf calls, surveys and questionnaires as needed	1			<ul style="list-style-type: none"> ○ Liveliness and “buzz” of discussion forums; percentage of overall participation in committee discussion forums 		<ul style="list-style-type: none"> • The Secretariat supports membership in using and creating these communications resources • Additionally other opportunities such as AECO

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						meeting used by secretariat staff to meet with Members.

Objective: 5.1.3b - The IAATO website and associated web tools and databases provide virtual support to the Membership, the Secretariat and those in the field						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26 April 28 – May 1, 2015
Annual review of the website, with the goal of improved functionality, graphics consistency, user-friendliness and visibility of key messages	1	Administrative Dept	Ongoing; report on progress, updates at Annual Meeting	<ul style="list-style-type: none"> ○ Evaluate hits to web pages via Google Analytics ○ Ease of use and access of information (through survey) ○ Freshness of news articles, photos on home page 	<ul style="list-style-type: none"> ○ Appealing website for members and guests ○ Better database reporting tools and formats ○ PVR and End-of-Season data loaded directly into database by IAATO Secretariat ○ Enhanced database eliminates the need for Estimated Fees & Dues EXCEL worksheet; better, more reliable data ○ Enhanced reporting and data-crunching abilities for vessel tracking database ○ Database continues to be 	<ul style="list-style-type: none"> • Work to improve database and reporting tools is underway with IT expert. • Fantastic response from Members in providing photos for internal and external use in 2015 • Further consideration of this issue is included in the Communications Stratgy.

					secure and robust, backed-up regularly	<ul style="list-style-type: none"> At IAATO 26, a proposal to create an Education and Outreach WG will be presented. They could assist with this, if approved.
Ongoing strengthening, and further building, the online archive of IAATO materials, manuals, resources and archives; e.g. content management system (CMS)	1	Secretariat	Ongoing	<ul style="list-style-type: none"> (Growth in) overall size of stored documents in CMS 		<ul style="list-style-type: none"> IAATO archive of historic (hard copy) material gone through a preliminary sift with a view to eventually building the online archive / library. Work commenced to catalog IAATO hard copy archive. This work will be completed before the end of the 2014-15 fiscal year. Step 2, cataloguing the electronic archive scheduled for 2015/16
Review and streamline current databases (vessel database, PVR database, vessel tracker)	1	Administrative Dept	2013	<ul style="list-style-type: none"> Tasks on current implementation plan are completed 		<ul style="list-style-type: none"> Work to improve the IT component of

<p>database, etc.)</p>						<p>these databases, is underway (e.g. moving all databases to one provider with reliable protection and backup).</p> <ul style="list-style-type: none"> • Database quality and usability reviewed and a number of improvements will be implemented. • New streamlined PVR system has been developed and has been used for processing during 2014-15.
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Goal 4: Principles of sound corporate governance and fiscal responsibility that are firmly embedded in the Institutional Structure

Objective: 5.1.4a - The Association is financially healthy, committed to fiscal transparency and accountability to the Membership and to the pursuit of sound accounting practices						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26 April 28 – May 1, 2015
Maintain financial review and auditing procedures to ensure revenue estimates, expense budgets, accounts receivable, cash flow and cash reserves, bank accounts and other indicators of financial health are in order	1	Administrative Dept and Finance Committee (monthly) EC (quarterly)	Ongoing, monthly and quarterly	<ul style="list-style-type: none"> Timely distribution of financial results and agreement on figures Financial performance indicators & ratios show positive and/or stable trends 	<ul style="list-style-type: none"> Financial review procedures are maintained and consistently applied through transitions of Administrative personnel and Finance Committee IAATO maintains sufficient funds for operating needs for 24 months for operational security and continuity EC and Secretariat have better sense of projected revenues and expenses 2-3 years down the road 	<ul style="list-style-type: none"> Monthly financials delivered to and reviewed by Finance Comm (there has been a hiatus in 2014/15 due to a change in accountant) Quarterly financials delivered to Exec. Comm.
“Take a longer view;” develop basic forecast format to project expenses and income two and possibly three years ahead	2	Administrative Dept	2014	<ul style="list-style-type: none"> Forecasts are used in assisting EC and Secretariat to adjust Strategic Plan as appropriate 		<ul style="list-style-type: none"> Financial reviews and projects for future revenue discussed with FC and EC regularly
Maintain review of trend analysis and performance ratios; develop methodology of tracking employee hours on programs, along with a percentage calculation of the overhead costs (rent, utilities, general insurance, salaries, legal fees, etc.) to be	2	Administrative Dept	Ongoing, annual figures and analysis reviewed by FC and EC	<ul style="list-style-type: none"> Program efficiency ratios (program expense / total expense) show desirable trends 		<ul style="list-style-type: none"> Pilot project to track part-time employee hours developed. Overall employee hours by program is estimated on a percentage of time spent basis.

allocated to each program area						
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Objective: 5.1.4b - The Association and its officers are protected from liability relative to assessed risk						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26 April 28 – May 1, 2015
Maintain review of legal and insurance issues pertaining to the Secretariat, EC and IAATO Membership so that coverage is provided relative to risk, and appropriate governance policies are in place	1	Administrative Dept and EC	Ongoing, annual review	<ul style="list-style-type: none"> ○ Insurance coverage is adequate and consistently in place ○ Antitrust policy is drafted, adopted and agreed 	<ul style="list-style-type: none"> ○ IAATO maintains cost-effective suite of insurance coverage: office, domestic and foreign liability, workers compensation, Directors & Officers, etc. ○ IAATO is as cognizant of best practices for association management as it is for Antarctic tourism management 	<ul style="list-style-type: none"> • Insurance issue reviewed by Secretariat and by legal counsel for applicability to association and for recommended additional coverage. • Antitrust policy finalized and a Member vote has approved antitrust paragraph to be added to the IAATO Bylaws in March 2015 • Liability review of guidelines, bylaws, compliance and other SOPs assessed.

5.2. Operational Development

Goals and Objectives:

Goal 1: IAATO standards are practical, justifiable and at the forefront of Antarctic tourism best practices

Objective: 5.2.1a - Monitor effectiveness and conduct regular reviews of existing environmental and operational standards						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26 April 28 – May 1, 2015
Conduct a five yearly review of each generic environmental and activity code of conduct filed in the Field Ops Manual. As far as possible soliciting external reviews of mitigation methods.	1	Operations Dept	Five yearly, date varying depending on the individual guidelines	<ul style="list-style-type: none"> A log of reviews will reflect the five yearly updates and feedback from field staff and research community. 	<ul style="list-style-type: none"> IAATO standards are widely reputed inside and outside the industry. Site Guidelines are upheld across the Membership Impact at visitor sites remains no more than minor or transitory. 	<ul style="list-style-type: none"> N/A as none scheduled for review during 2014/15.
Annually review the level of usage at site’s with site guidelines to assess success of site guidelines and prioritise a list of ‘new’ guidelines.	1	Operations Dept	Annually, post-season	<ul style="list-style-type: none"> Annual reports to IAATO and ATCM on level of usage and proposed new sites. 	<ul style="list-style-type: none"> The number of sites with Site Guidelines continues to increase annually. 	<ul style="list-style-type: none"> PVRs reviewed, assessed, and processed into database. Initial reports run. Information will be reviewed, followed up with operators if needed and elements reported at ATCM.
Develop a review mechanism to gauge the success of site guidelines as a management tool in	2	Operations Dept	2014 (Summer)	<ul style="list-style-type: none"> A simple formalized mechanism is in place to monitor effectiveness of site 		<ul style="list-style-type: none"> Working with Parties and Oceanites to develop site

partnership with external stakeholders				guidelines		sensitivities table using amongst other things 'local knowledge expertise' (i.e. from Guides.
Evaluate completing a Strategic Environmental Assessment (SEA) for the Antarctic Peninsula	2	Operations Dept	2016 – NB: budget implications	<ul style="list-style-type: none"> ○ Proposal tabled at IAATO26 for consideration by Members 		<ul style="list-style-type: none"> • Proposal to be drafted during 2015/6

Objective: 5.2.1b - Foster a climate for the membership to exchange information on best practices and, where feasible, incorporate them into IAATO's standard operating procedures						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26 April 28 – May 1, 2015
Work with each sector's respective committee or working group (e.g. Field Operations Committee, Marine Committee, Land Working Group, Yacht Committee, Staff Training Working Group, Hydrographic Working Group) to facilitate discussion and development of best practice guidelines	1	Operations Dept & Related Committees & Working Groups	Annually	<ul style="list-style-type: none"> ○ For each sector a regular review identifies any perceived need (or not) for new standards. ○ New guidelines or standards are created, where perceived needed. 	<ul style="list-style-type: none"> ○ Continued activity and growth in various sectors has occurred while being widely acknowledged as being safe and environmentally responsible. 	<ul style="list-style-type: none"> • New guidelines under consideration at IAATO 26, Underwater, Kayak, New Activities and redraft of UAV • Crowd sourcing initiative for hydrographic charting

Goal 2: IAATO policies, procedures and guidelines are trusted and highly regarded, internally and externally.

Objective: 5.2.2a – Establish a practical, effective and transparent Enhanced Observer Scheme						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26 April 28 – May 1, 2015
Address the policy and implementation aspects of the enhanced observer scheme to support an efficient, effective scheme.	1	Operations Dept	2015	<ul style="list-style-type: none"> ○ Inter-session committee meeting(s) develop proposals to deal with issues e.g. training and appointment of observers, and resourcing the program. 	<ul style="list-style-type: none"> ○ IAATO 26 formally adopts an Enhanced Observer Scheme. ○ The practical aspects of the scheme is bedded down and accepted by Members 	<ul style="list-style-type: none"> • Accreditation committee meeting in February 2014 considered a number of the policy issues

					as useful and beneficial.	<p>facing the EOS scheme.</p> <ul style="list-style-type: none"> Step 1 implemented in 14/15 with varying levels of response
Continue with voluntary scheme to fine tune system and identify any issues.	1	Operations Dept	Annual Updates at IAATO meeting.	<ul style="list-style-type: none"> Voluntary participation increases, indicating a perceived value to the Members. 		<ul style="list-style-type: none"> Dockside observation carried out during 2014-15 season

Objective: 5.2.2b - Evaluate potential accreditation or similar incentive scheme for operators based on a synthesis of IAATO procedures.						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26 April 28 – May 1, 2015
Undertake a full review of all processes and procedures and consider how they could be formed into an accreditation, or similar endorsement scheme	3	Secretariat, Exec & Accreditation Committee	2017	<ul style="list-style-type: none"> Review process is commenced on the adoption of the Enhanced Observer Scheme (2015) Outcomes of review process tabled at IAATO 28(2017) 	<ul style="list-style-type: none"> An accreditation, or similar endorsement, scheme for its operators has been adopted and is up and running. 	<ul style="list-style-type: none"> Accreditation Committee met in Feb 2014. EOS has been modified. No consensus yet on how /if an “accreditation scheme” will work.

Goal 3: The Association has a culture of disclosure and discussion of any incidents, accidents and near misses in order to ensure community lessons learned Objectives:

Objective: 5.2.3a - A fair and open mechanism (or forum) for discussing incidents is provided

Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26 April 28 – May 1, 2015
Develop a defined process for reviewing incidents by the relevant committee	1	Operations Dept & relevant committees	2014	<ul style="list-style-type: none"> Defined process is tabled and adopted at IAATO 27 (2016) 	<ul style="list-style-type: none"> The defined process is working effectively and a bank of new “Safety Notices” has been developed. 	<ul style="list-style-type: none"> Incident review tabled at IAATO26. Incident review and Guidance to be developed for Accident, Incident and near miss 15/16

Goal 4: A system that supports Antarctic field staff providing an outstanding, safe visitor experience while ensuring any impacts are only minor or transitory

Objective: 5.2.4a - Foster a comprehensive, valued online training and certification scheme						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26 April 28 – May 1, 2015
Continue development of the online training and assessment scheme, to incorporate all activities and areas, keeping it updated, challenging and rewarding for participants	1	Operations Dept / Staff Training Working Group	Annually, pre season	<ul style="list-style-type: none"> Level of participation in the online assessment increases annually by at least 15%. 	<ul style="list-style-type: none"> 75% of all field staff regularly take part in the online assessment. Feedback from staff on the online assessment indicates a perceived value of the assessment. 	<ul style="list-style-type: none"> 248 staff took the assessment in 2013-14. 322 staff took the assessment in 2014-15 Review & Update of questions based on feedback from the Field staff prior to 15/16 season.
Explore potential of	3	Operations	2015	<ul style="list-style-type: none"> Report from STWG at IAATO 26 		<ul style="list-style-type: none"> Discussions taken

other schemes to support the training of field staff		Dept / Staff Training Working Group				<ul style="list-style-type: none"> place during margins of AECO field staff conference. IAATO/AECO field staff conference to take place in Toronto September 2015
Monitor and evaluate the use of the IAATO Expedition Staff Logbook through feedback from staff and operators	2	Operations Dept / Staff Training Working Group	Annually, ongoing	<ul style="list-style-type: none"> Operators report on value of logbook in hiring staff 		<ul style="list-style-type: none"> Mixed response from field staff and operators.

Objective: 5.2.4b - Provide an accessible platform for sharing information with field staff to encourage effective timely communication						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26 April 28 – May 1, 2015
Establish a communication network for Field staff to interact with IAATO, in line with their company requirements, with the intention of raising awareness of issues and providing a forum for discussion	1	Operations / Field operations committee and Staff Training committee	Newsletter (2013) Proposal for additional forums if needed	<ul style="list-style-type: none"> High levels of response to feedback requests through the newsletter Active engagement in additional forums once established 	<ul style="list-style-type: none"> IAATO is aware of emerging issues through good communications with the field 	<ul style="list-style-type: none"> Tudor conducted a series of ship visits while in Ushuaia in Feb 2015 Three Field staff Newsletter's delivered during the 2013-14 and 3 more in 14-15 season.

Goal 5: Future growth and diversification of tourism in Antarctica is sustainable and in line with the Associations principles.

Objective: 5.2.5a - Regularly analyze and assess the trends and evolution of Antarctic tourism trends.						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26 April 28 – May 1, 2015
Maintain the most comprehensive database of Member activities to monitor levels of activity, emerging trends and activities	1	Secretariat	Annually, post-season	<ul style="list-style-type: none"> Overview of tourism reported annually to IAATO and ATCM 	<ul style="list-style-type: none"> IAATO continues to hold the most comprehensive database on Antarctic tourism and regularly publishes analysis of the data. 	<ul style="list-style-type: none"> Overview of Tourism report at both meetings. Review of 20 years worth of PVR data being undertaken in collaboration with Stonybrook University.
Work with external stakeholders to complete regular analysis of trends	2	Operations Dept	Five yearly (next due 2013)	<ul style="list-style-type: none"> Publication in peer reviewed press 		<ul style="list-style-type: none"> 5 season update on spatial and temporal distribution of activities underway.

Objective: 5.2.5b - Potential concerns are indentified and addressed prior to the expansion of activities						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26 April 28 – May 1, 2015
Annual brainstorm on growth and emerging issues	1	Secretariat / Tourism Growth Working	Annually, Post-season	<ul style="list-style-type: none"> Each annual meeting considers a list of emerging issues and agrees which to focus efforts on. 	<ul style="list-style-type: none"> IAATO continues to lead the way in managing tourism New legislation from ATCM or other forums, primarily 	<ul style="list-style-type: none"> Tourism Growth Management brainstorm scheduled for

Objective: 5.2.5b - Potential concerns are indentified and addressed prior to the expansion of activities						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26 April 28 – May 1, 2015
		Group			reflects IAATO standards or operating procedures.	IAATO26.
Keep in regular contact with Treaty Parties and other sources, including the media, to hear what new activities are being proposed, and any emerging concerns from external stakeholders	1	Operations	Ongoing	<ul style="list-style-type: none"> ○ Regular dialogue with external stakeholders to gauge perceptions and attitudes 		<ul style="list-style-type: none"> • Discussion at ATCM included topics such as Adventure activities, UAVs etc.

5.3. External Relations

Goals and Objectives:

Goal 1: IAATO maintains pro-active, transparent and reputable relationships with key external stakeholders

Objective: 5.3.1a - Establish a communications plan for external stakeholders with key messages and key stakeholders clearly identified						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26, April 28 – May 1, 2015
Develop a clear communications plan for key external stakeholders	1	Administration	Annually review at start of fiscal year	<ul style="list-style-type: none"> ○ Achieve communication plan deliverables (e.g. quarterly media newsletter) 	<ul style="list-style-type: none"> ○ IAATO has a high profile in the media and other forums as the go-to source for information. 	<ul style="list-style-type: none"> • Amanda has prepared a draft Communications and Action Plan, to be presented at IAATO 26
Maintain a list of key “standing” messages, and as issues arise, develop relevant key statements. Ensure the right personnel have the key messages when needed.	1	Administration	Annual review at start of fiscal year, ongoing maintenance	<ul style="list-style-type: none"> ○ Key messages are posted regularly on the IAATO website, and are regularly quoted in related press articles 		<ul style="list-style-type: none"> • Core Key Messages for the association are drafted in the Communications Plan • Developed annually for ATCM on basis of strategic plan and issues of the ‘moment’ • Press releases issued in response to issues arising if required.

Objective: 5.3.1b: Monitor external stakeholder perspectives on Antarctic tourism to ensure awareness of concerns and respond where necessary.						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26, April 28 – May 1, 2015
Ensure regular contact with Treaty Party and other governmental representatives	1	Operations Dept & ATCM working group	Annually, ongoing	<ul style="list-style-type: none"> ○ Contact is made with all Treaty Parties who are authorizing IAATO member activities annually ○ Attendance at ATCM, IMO (where relevant) and COMNAP ○ Representation at other related forums (e.g. GSGSSI stakeholders meeting, CCAMLR related issues) 	<ul style="list-style-type: none"> ○ Treaty Parties and other stakeholders approach IAATO early on in discussions. ○ Media mentions of IAATO increase ○ Media consistently checks with IAATO prior to Antarctic tourism-related coverage in press 	<ul style="list-style-type: none"> • Treaty Party visits / contact with Australia, Argentina, Bulgaria, Chile, France, Germany, Japan, Netherlands, New Zealand, Norway, United States, UK and others in 2014/2015 • Attendance at COMNAP, ATCM, and IMO.
Monitor media output on IAATO and Antarctic tourism issues	2	Administration	Ongoing	<ul style="list-style-type: none"> ○ Annual review of levels of press interest in Antarctic tourism and IAATO mentions, interviews etc. 		<ul style="list-style-type: none"> • IAATO mentions in media are recorded (filing system being investigated), including post Press Release • Number of Twitter followers has quadrupled since Amanda started in Dec 2013. • An IAATO Facebook page is

Objective: 5.3.1b: Monitor external stakeholder perspectives on Antarctic tourism to ensure awareness of concerns and respond where necessary.						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26, April 28 – May 1, 2015
						<p>being investigated following comments in 2015 Membership survey.</p> <ul style="list-style-type: none"> A draft Social Media policy is being presented with the Communications Strategy at IAATO 26. The platform, 'Social Searcher' is being used to monitor social media mentions

Goal 2: IAATO is perceived as a voice of authority on effective Antarctic tourism management and is included in all relevant discussions

Objective: 5.3.2a: Provide objective, transparent and comprehensive information on IAATO procedures and processes						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26, April 28 – May 1, 2015
Work with research groups on projects that will evaluate and	2	Operations Dept	Annually	<ul style="list-style-type: none"> IAATO co-authors one peer reviewed article annually 	<ul style="list-style-type: none"> IAATO's has a healthy catalogue of collaborative 	<ul style="list-style-type: none"> Joint peer reviewed paper with Stony Brook

<p>highlight IAATO's processes and procedures.</p>					<p>peer-reviewed work.</p> <ul style="list-style-type: none"> ○ IAATO processes and procedures are understood and acknowledged in ATS 	<p>University about spatial patterns of tour ships in preparation, 100 field staff completed the survey</p> <ul style="list-style-type: none"> • Joint poster (with Stony Brook) presented at Norwegian Polar Institute about site sensitivity. • Joint research with Stony Brook University on site sensitivity conducted in 2014/15 season for submission at ATCM/CEP. • IAATO opinion sought on a number of Treaty Party issues • Discussions in progress with non-native species researchers
<p>Regular provision of detailed and comprehensive information on IAATO operator activities to ATCM, on the website and in press releases.</p>	<p>1</p>	<p>Secretariat and ATCM working group</p>	<p>Annually</p>	<ul style="list-style-type: none"> ○ Papers submitted annually to ATCM 		<ul style="list-style-type: none"> • At time of writing, six IAATO papers are in prep for ATCM plus 2 Co-sponsored papers. • Three CLIA papers

						submitted to IMO
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Objective: 5.3.2b – Participate in relevant multi- and bi-lateral meetings						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26, April 28 – May 1, 2015
Actively engage with relevant stakeholders to ensure “invitations” to relevant meetings and where appropriate host meetings	1	Secretariat & relevant committees and working groups	Ongoing	<ul style="list-style-type: none"> IAATO has a seat at the table for all relevant meetings 	<ul style="list-style-type: none"> IAATO has a regular seat at all relevant meetings Members’ represent IAATO key messages at relevant national level meetings. 	<ul style="list-style-type: none"> Treaty Party contact with Australia, Argentina, Bulgaria, Chile, France, Germany, Japan, Netherlands, New Zealand, Norway, United States, UK and others in 2014/2015 For first time, IAATO invited to attend discussions on MPAs with CCAMLR delegates (US) in 2015 Attended SCAR, IMO, COMNAP, International Ice Charting Working Group

Objective: 5.3.2b – Participate in relevant multi- and bi-lateral meetings						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26, April 28 – May 1, 2015
Encourage representation of the organization by Members at national level meetings, flag state meetings etc.	1	Secretariat	Ongoing	<ul style="list-style-type: none"> Member participation at meetings on behalf of IAATO increases 		<ul style="list-style-type: none"> IAATO Members acted as IAATO representatives at meetings held in Australia, USA, UK, Germany, Chile, New Zealand and others

Objective: 5.3.2c – Host forums, such as the round table discussion, to allow Treaty Parties and other external stakeholders to engage with Membership on tourism management issues						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26, April 28 – May 1, 2015
In conjunction with each IAATO Meeting host one full or half day workshop to discuss tourism issues with external stakeholders	1	Operations	Annually in conjunction with IAATO Meeting	<ul style="list-style-type: none"> Workshop's held annually and well attended by external stakeholders and membership 	<ul style="list-style-type: none"> A strong effective series of workshops is established to promote discussion and communication of issues The individual workshop's legacies have proved effective for years to come. 	<ul style="list-style-type: none"> Facilitated workshop on the principles and best practices for training emergency responders at IAATO 26. Brainstorm on emerging Antarctic tourism challenges held at IAATO 26. Includes attending

						external stakeholders
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Goal 3: IAATO provides, supports and encourages positive representation of all IAATO activities in the media and to the general public

Objective: 5.3.3a – Develop and implementation of a wide-ranging media strategy						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26, April 28 – May 1, 2015
Review current media strategies, identify and evaluate potential opportunities to expand current effort	2	Administration	2015	<ul style="list-style-type: none"> ○ Review of current media strategy is completed. ○ Opportunities identified, assessed and embraced. 	<ul style="list-style-type: none"> ○ IAATO has an effective efficient media strategy, embracing multiple technologies. 	<ul style="list-style-type: none"> • Work ongoing and incorporated into draft communications Strategy and Action Plan

Objective: 5.3.3b – Provide Multilingual access to IAATO educational materials						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26, April 28 – May 1, 2015
Review and prioritize material for translation and key languages	2	Administration	2015	<ul style="list-style-type: none"> ○ All high priority items are translated into key languages by 2013/14 season ○ All mid priority items are translated into key languages by 2014/15 	<ul style="list-style-type: none"> ○ IAATO’s material is available (electronically) in a defined set of languages. 	<ul style="list-style-type: none"> • Completed. • Periodic reviews of material to be considered for translation is ongoing. • A proposal to animate the

						Mandatory Briefing is being presented at IAATO 26
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Objective: 5.3.3c – Host an engaging, regularly updated public section of the website						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26, April 28 – May 1, 2015
Undertake to review and where necessary refresh the public pages of the website on a quarterly basis (e.g. with news snippets, links etc.)	1	Administration	Quarterly	<ul style="list-style-type: none"> ○ The number of hits to the public pages increases annually ○ Use of Google Analytics to review visitation to IAATO website 	<ul style="list-style-type: none"> ○ IAATO’s public pages of the website received an increasing number of hits per year between 2013-2018. ○ IAATO website regularly in top placement in Search engine searches on Antarctica and Antarctic tourism. 	<ul style="list-style-type: none"> • Review by Janeen and Amanda ongoing • A proposal to create an Education and Outreach Working Group is being presented at IAATO 26. If approved, they could also review this.

Goal 4: An Antarctic Ambassador Concept that is tangible and measurable

Objective: 5.3.4a – Develop a scheme to formalize and measure the Antarctic Ambassador concept						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26, April 28 – May 1, 2015
Work with the academic and PR community to come up with a measure for the Antarctic Ambassador community	2	Operations	2017	<ul style="list-style-type: none"> Source the right contacts and develop a scheme (e.g. a joint Facebook page with AHT) 	<ul style="list-style-type: none"> A scheme to measure Antarctic Ambassador concepts is in place and reflects a minimum of 20% of annual tourism numbers (?) 	<ul style="list-style-type: none"> In discussion.

Objective: 5.3.4b – Support membership’s educational programs and marketing of the concept of Antarctic Ambassadors						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26, April 28 – May 1, 2015
Canvass members for current strategies on developing concept of Antarctic Ambassadors	2	Administration	2015	<ul style="list-style-type: none"> A list of currently active strategies is created 	<ul style="list-style-type: none"> IAATO provides various forums for Members to promote the Antarctic Ambassador scheme Members have a series of focused educational materials available for use within their programs. 	<ul style="list-style-type: none"> Canvass members to include 2-3 questions about the Antarctic Ambassador concept as part of their end of trip feedback forms for 2015/2016 Discuss how to implement the concept at the Field Staff Conference, 2015
Develop additional educational support	3	Operations	Annually	<ul style="list-style-type: none"> Each season a new educational material is launched 		<ul style="list-style-type: none"> Education material has been

material (e.g Marine Protected Areas PowerPoint)						<p>developed in conjunction external NGOs, such as the Pew Charitable Trust and ASOC. Field Staff Newsletter promotes and supplements this.</p> <ul style="list-style-type: none">• Discuss how to improve this at the Field Staff Conference, 2015
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Goal 5: IAATO acknowledges and supports the role of Antarctic science

Objective: 5.3.5a – Demonstrate to external stakeholders and the media the benefit of IAATO operator support for science and research projects, for example through in-kind support						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26, April 28 – May 1, 2015
Promote the value of in-kind support amongst membership and external stakeholders, where possible facilitating contact between requests and potential providers	1	Administration	Annually	<ul style="list-style-type: none"> Levels of in-kind support remain stable or are increased 	<ul style="list-style-type: none"> IAATO operators regularly provide in kind support for research community and agree that it is rewarding and valuable. Press and within other forums, the contribution of tourism to science support is acknowledged in reports and other forums. 	<ul style="list-style-type: none"> This is done on an on-going basis. Several members provided cost effective or pro bono transport to over 130 research and conservation personnel during 2014-15 season
Survey members annually for their in-kind support to create press release and note in Annual Report to ATCM	1	Administration	Annually	<ul style="list-style-type: none"> Number of press articles noting IAATO operator support of science. 		<ul style="list-style-type: none"> EOS reports processed for this and report and press release completed for 2014 ATCM

Objective: 5.3.5b – Work collaboratively with high quality science groups on related research and/or crowd-sourcing (citizen science) data collection						
Key Work Packages	Priority	Responsible	Delivery Date(s)	How will we measure progress (indicators)	What does success look like? (2018 targets)	Status Update as of IAATO 26, April 28 – May 1, 2015
Foster relations with high quality science groups to encourage	2	Operations	Biennial	<ul style="list-style-type: none"> Number of peer-reviewed paper on research that has been in part supported by 	<ul style="list-style-type: none"> An archive of research papers demonstrating IAATO support and 	<ul style="list-style-type: none"> Discussions ongoing with Dr Heather Lynch of

collaborative work				IAATO operations or data	<p>collaboration in projects</p> <ul style="list-style-type: none"> ○ IAATO operators and clients participate in a number of crowd-sourcing initiatives that produce high profile results. 	<p>Lynch Lab, Stoney Brook University, Dr Tom Hart, Oxford University, Dr Steven Chown of Monash University, Ron Naveen of Oceanites and researchers from the Norwegian Institute for Nature Research (NINA)</p>
Promote studies that allow for crowd-sourcing (citizen science) data collection	3	Operations	Biennial	<ul style="list-style-type: none"> ○ Number of citizen science projects IAATO operators have participated in that have delivered. 		<ul style="list-style-type: none"> • Penguin Lifelines support • Ongoing discussions with relevant organisations

Goal 6: Work collaboratively with related organizations to strengthen IAATO

Objective: 5.3.6a – Continue and expand cooperation with other organizations to promote a single voice on common issues.						Status Update as of IAATO 26, April 28 – May 1, 2015
Promote regular discussions with partner organizations, including trade associations, on relevant matters (e.g.	1	Secretariat	Ongoing	<ul style="list-style-type: none"> ○ Regular contact with sister trade associations ○ Continued participation at IMO 	<ul style="list-style-type: none"> ○ IAATO has strong mutually beneficial relationship with sister trade associations 	<ul style="list-style-type: none"> • Strong collaboration with CLIA regarding Polar Code • AECO regarding

<p>CLIA & AECO on Polar Code Issues)</p>						<p>field staff training & vessel operator meeting etc.</p> <ul style="list-style-type: none"> • Also in contact with the Association of Responsible Krill Harvesting Companies (ARK) after member queries about fishing in the Peninsula region
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