

## Agreed Terms of References for IAATO Committees & Delegates

Updated: *IAATO 2019 (May 2019)*

### General Terms of Reference for All IAATO Committees

1. IAATO members in these Terms of Reference are identified as Operators (those who have fulfilled the requirements in Article III, Sections B and C, and Article X, as applicable); Provisional Operators; and Associates.
2. Only Operators are eligible to serve on the Executive, Membership, Finance, Gateway, and Compliance and Dispute Resolution committees. Other committees (Field Operations, Marine, Bylaws, and Yacht) welcome Provisional Operators and Associates as members. Each committee will have a chair or co-chairs that are Operators, and voting in committee is limited to Operators.
3. Except for the Executive Committee, the Chair or co-chairs and other committee members will be elected annually by the Membership at the Annual Meeting.
4. Committees are responsible for representing the interests of the Membership. Committees may need to seek the advice and assistance of the IAATO Secretariat, other committees, or the Membership.
5. If a committee member stops employment with a member, or if the company that employs the committee member ceases to be a member, then the committee member must vacate the position.
6. Committee work is voluntary. Accommodations and meals for participants in face-to-face committee meetings will be covered by IAATO, except for committee meetings held in conjunction with the Annual Meeting. Additionally, travel costs will be covered for committee chairs, co-chairs and for participants in Executive Committee meetings, except for those held in conjunction with the Annual Meeting. Any travel, accommodation and meals expenses will be in line with related IAATO policies.
7. IAATO committees play pivotal roles in the health and effectiveness of the organization. IAATO cannot fulfill its self-defined mandate of advocating, promoting and practicing safe and environmentally responsible travel to the Antarctic without active, engaged committees. The following Terms of Reference are intended to be dynamic and to change with time as IAATO continues to develop and diversify.
8. **CONFIDENTIALITY POLICY AND PLEDGE.** As a policy, IAATO prohibits the unauthorized disclosure of nonpublic information which a committee or working group member may have access to regarding IAATO or its members or collaborators, as a result of serving on an IAATO committee or working group that is not otherwise publicly available and which constitutes confidential information. The disclosure, distribution, electronic transmission or copying of IAATO's or its members' confidential material is prohibited.

9. The activities of all IAATO committees, and any proxies, are to be in accordance with IAATO antitrust policies.

## Terms of Reference for the Executive Committee

The Executive Committee (EC) plays a central role in working with the Executive Director (ED) to formulate IAATO's policy direction and response to critical issues. The ED is responsible for driving IAATO policy and the work of the various IAATO committees as appropriate, with the EC setting priorities as defined by the Membership.

### *A. Core Duties of the Executive Committee*

1. Provide guidance, advice and support to the ED.
2. Appoint the ED, and determine the terms of office, duties and responsibilities, benefits, time requirements, and remuneration for the individual appointed.
3. Represent the Membership on the policy initiatives created by the ED. Make decisions on behalf of the Membership, where appropriate and subject to ratification, and seek views of the Membership on initiatives or developments, as and when appropriate.
4. Update the Membership on activities, issues and developments, either by oral or written report, at the Annual Meeting or as necessary during the fiscal year.
5. Implement the policy direction as defined and recommended by the Members and/or committees.
6. Manage the performance of the ED via regular job reviews. It is required that at least one job review is undertaken every 12 months.
7. Assist the ED in reviewing key policy papers.
8. Participate in meetings as needed.
9. Seek appropriate new representation on the EC, in advance of the Annual Meeting, to ensure ongoing, consistent management of the organization.

### *B. Structure of the Executive Committee*

1. The EC will consist of a chair and at least two other Operators, each of whom will be expected to serve for at least three years and no more than five. This expected tenure is based on the need for continuity and experience in dealing with ongoing issues that typically span several years. Because of the workload, it is preferable to have a minimum of four but no more than seven, including the chair, on this committee. It is preferable that members represent the various sectors of the Association (Cat 1 and Cat 2 vessels, cruise only, deep field, yachts, etc.)
2. It is anticipated that members of the EC will rotate in the role of chair every two years in order to ensure a level of continuity for both the Members and the Secretariat.
3. A voting quorum will consist of three individuals. If only two members of the committee are available, the chair of the Finance Committee (FC) may make a voting quorum of three.

4. If a committee seat is vacated during the year, the remaining committee members will make a determination – based on workload, the expertise of the departing member, time remaining until the next annual meeting, etc. – whether it is necessary to replace the departing member immediately, or at all. If it is agreed among the EC that a replacement is required before the next annual meeting, the EC will nominate an appropriate candidate for this position. The ED will then be directed to conduct a vote by electronic ballot among the Operators to elect the new committee member. To be eligible to sit on the EC, an individual must be a partner/owner or full-time employee of the Operator that the individual represents. The individual must also have three years of experience in IAATO *and* must be a representative of an Operator that has operated at least three seasons in Antarctica. The individual preferably will have served on at least one other committee. When standing for election, candidates for the Executive Committee will be requested to speak briefly about their sense of the health of IAATO, their vision for its future, and any special experience, knowledge or skills they will bring to the work of the EC during their tenure.
5. An EC member can be dismissed by a two-thirds vote of the Operators.

#### *C. Interaction with the Executive Director*

1. The ED is the central spokesperson for IAATO. Members of the EC should therefore liaise closely with the ED before speaking in any public forum on behalf of IAATO.
2. A close working relationship with the ED is essential for the benefit of IAATO as a whole.
3. The EC directs and oversees the responsibilities of the ED to the Membership.
4. The EC will meet, in person or via a conference call, together with the ED and preferably the chair of the FC at least three times per year. This should include at least one meeting in person per year, separate from the Annual Meeting, at which a quorum is present. For this meeting, reasonable travel expenses shall be covered for the EC and chair of the FC. The EC will also meet prior to the Annual Meeting. At these meetings:
  - A. The EC chair or agreed member will provide a brief verbal report on key topics and table any critical issues.
  - B. The EC will review key issues and determine priorities and actions for IAATO and for the ED.
5. EC members may also hold informal discussions among themselves or with the ED as issues arise during the year.

### **Terms of Reference for the Membership Committee**

#### *A. Core Duties of the Membership Committee*

1. Prepare recommendations on Membership issues for the EC and ED.
2. Provide a biennial review of Membership categories and the Membership application processes to ensure they are in line with the changing face of IAATO and Antarctic tourism.

3. Provide advice to the EC and ED on how to develop or improve the Membership application processes.
4. Provide advice on specific Membership issues tasked to them by the EC, ED or Membership as agreed at the Annual Meeting.
5. Assist the ED in situations where additional input or assistance is required, e.g., assist in corresponding with and gathering information from an applicant.
6. In conjunction with the Secretariat, review the status of Operators and Provisional Operators to make sure they have complied with all obligations in order to maintain their Membership, e.g., organizing travel programs to the Antarctic at least once within every three consecutive Antarctic seasons.
7. The Membership Committee should be fully aware of the IAATO Bylaws and Membership categories. If in doubt the committee should seek the advice of the ED, EC and Bylaws Committee (BC).

***B. General Process for the Membership Committee***

1. Scrutinize (in detail) new membership applications on behalf of the Membership to assure prospective companies can comply with IAATO Bylaws and standard operating procedures.
2. Complete the review of applications to become either Provisional Operators or Operators prior to the Annual Meeting and advise the EC and ED if there are issues to be considered. This includes the review of Observer reports, and may require liaison with the Observer.
3. Applications for Associate Membership may be submitted at any time and should be reviewed as they are submitted, including any necessary contact with the applicants prior to making recommendations to the EC and ED. The applications can be voted on at any time thereafter by email ballot sent to the Operators.
4. It is recommended that the committee meets face to face or via teleconference call at least two times each year in addition to the ad-hoc work required to assess membership issues as they arise during the year. It is also recommended that the committee meet preceding the Annual Meeting.

***C. Structure of the Membership Committee***

1. The Membership Committee will consist of a chair and at least two other Operators, each of whom is expected to serve for two years.
2. A voting quorum will consist of at least three individuals. If one of the members of the committee is absent, then a member of the BC or EC can be engaged to make a quorum.
3. If a committee seat is vacated during the year, leaving the Committee without a quorum, then the ED will conduct an email vote among the Operators to elect a new committee member.
4. Membership Committee duties present particular challenges because of potentially sensitive issues that might arise between commercial competitors. A committee member should decide not to be involved in specific Membership issues if there is

potential for commercial or ethical conflict. Conflicts between associated companies must be declared if there is reason for concern.

***D. Interaction with the Executive Director requires that:***

1. The ED or IAATO office personnel will have made contact (email, telephone or face-to-face discussions) with applicants prior to the application having been submitted.
2. The ED or IAATO office personnel will have sent appropriate material such as application forms to the applicant and will have received and collated the responses from the applicant.
3. The ED will appoint an Observer(s) when necessary and appropriate and will circulate the observer report(s) to the Membership Committee.
4. The ED will send any applications to become a Provisional Operator or an Operator, and all Observer reports to the Membership Committee at least 45 days before the Annual Meeting.
5. The ED will share all appropriate application information submitted by applicants with the Membership Committee.
6. The ED will share all appropriate information and correspondence regarding other membership issues with the Membership Committee.

## **Terms of Reference for the Marine Committee**

***A. Core Duties of the Marine Committee***

1. Identify marine related issues that require further action.
2. Assist the Secretariat with information as needed for papers put forward prior to the ATCM or requiring feedback afterwards.
3. Review yearly the emergency contingency plan, vessel communication, best practice and agreed standards; recommend changes if needed. Recommend new procedures as appropriate pending developments and agreement within the IMO and other maritime organizations.
4. Provide comment or recommendations on relevant Hydrographic Committee on Antarctica (HCA) issues and work tasks.
5. Support and as appropriate encourage participation by vessel operators in the IAATO/AECO hydrographic crowd sourcing initiative.
6. Provide comment to the International Ice Chart Working Group suggestions and work tasks.
7. Work closely with CLIA on relevant issues at the International Maritime Organisation.
8. On issues that affect marine operators, the Membership will be advised via the Secretariat.
9. Liaise with all marine members as needed.
10. Work closely with the Secretariat as appropriate.

### ***B. Structure of the Marine Committee***

1. The Marine Committee will consist of a chair and at least three Operators that are ship operators. Each committee member is expected to serve for three years. The committee may include additional members who are Provisional Operators, or who are Associate members whose business is the management of ships of an Operator or Provisional Operator.
2. If a committee seat is vacated during the year, consultation should take place within the committee to determine if a new member should be elected.

## **Terms of Reference for the Bylaws Committee**

### ***A. Core Duties of the Bylaws Committee***

1. Make certain that the copy of the Bylaws posted on the IAATO website is current, including making any changes passed at the Annual Meeting within two months of the meeting's conclusion.
2. Review the Bylaws annually to assure they reflect IAATO's operating strategy.
3. Inform the Membership of any proposed changes to the Bylaws in advance of the Annual Meeting.
4. Propose wording to incorporate agreements or amendments made at the Annual Meeting into the Bylaws, and coordinate proposed wording with the ED and EC.
5. Be watchful that Bylaws are not changed needlessly. If there is an alternative to changing the Bylaws – for example, creating a procedure to be inserted into the IAATO Operations Handbook – such a change is preferable to a change in the Bylaws.
6. Work closely with the ED, the EC and the Membership Committee, as needed.

### ***B. Structure of the Bylaws Committee***

1. The BC will consist of a chair and at least one other member, each of whom is expected to serve for three years.
2. If a committee seat is vacated during the year, consultation with the EC should take place to determine if a new member should be elected.

## **Terms of Reference for the Finance Committee**

### ***A. Core Duties of the Finance Committee***

1. Work closely with Executive Director (ED) throughout the year, as required.
2. The ED will provide the FC with copies of all relevant reports and the FC is responsible for reviewing quarterly reports, end-of-year reports, profit & loss, balance sheets, general ledger, open invoices and any other relevant reports.
3. See that Operators are invoiced correctly for Membership dues and per passenger fees.
4. Work with the ED and EC to create a working budget and compare that budget with the actual one.

5. Assure that the ED and IAATO's bookkeeper and accountants prepare accounts in a timely manner in accordance with the Bylaws, legal and tax requirements, and general accounting principles.
6. Provide detailed balance sheet and profit & loss statement to Members within four months of the close of the financial year.
7. Present a report at the Annual Meeting to the Members on IAATO's financial status and assure that the Membership votes on the previous year's financial statements.
8. Approve the ED's expense reports and invoices or expense reports of IAATO personnel and contractors.
9. The Chair of the Finance Committee will sit in on all Executive Committee meetings and conference calls.

***B. Structure of the Finance Committee***

1. The FC will consist of a chair and at least one other Operator.
2. If a committee seat is vacated during the year, consultation should take place with the EC to determine if a new person should be elected, or if an EC member would be willing to fill the position until the Annual Meeting.

**Terms of Reference for the Field Operations Committee**

***A. Core Duties of the Field Operations Committee***

1. Provide the ED with information in order to review IAATO's and any other proposed site guidelines or other matter related to field operations or field staff training on an annual basis, providing feedback on a timely basis.
2. Work closely with the ED to develop new site guidelines for sites currently un-managed, and on any other matters related to field operations and field staff training, as required.
3. Meet in order to discuss progress, if necessary.

***B. Structure of the Field Operations Committee***

1. The Field Operations Committee (FOC) will consist of a chair and up to one representative per member company.
2. Except under special circumstances, the chair of the FOC should serve for at least two years to insure continuity.
3. Committee members should include, but not be exclusively limited to, active field staff.
4. Committee members should represent the diversity of the Membership.
5. Outside experts may be consulted in order to contribute to intellectual and developmental processes as needed.
6. If a committee seat is vacated during the year, consultation should take place within the committee to determine if a new member should be elected. It is acceptable for the Member-company that employed the departing committee member to nominate another individual within that company for the committee position.

7. With prior notification to the chair of the FOC, a member may appoint a proxy from the member company to participate in any FOC meetings or phone calls in which the elected member is not able to participate. If the chair needs to appoint a proxy, prior notification should be sent to the IAATO executive director or head of operations.

## Terms of Reference for the Compliance and Dispute Resolution Committee

### *A. Core Duties of the Compliance and Dispute Resolution Committee*

1. Familiarity with the IAATO Rules of Procedure for Enforcing Compliance and Dispute Resolution and understanding of the IAATO Bylaws and other association policies – e.g., Field Operations Manual, standard operating procedures and actions.
2. Willingness to impartially apply the Rules of Procedure on behalf of the Membership to determine if any member being reviewed for non-compliance (“the Respondent”) has violated IAATO Bylaws or other agreed IAATO policies.
3. Ensure that the review process proceeds in a timely and objective manner.
4. Prepare recommendations as necessary on compliance and dispute issues for the Secretariat, the Executive Committee (EC) and the Members.
5. Provide advice to the EC and Secretariat on how to improve the Compliance Dispute Resolution Process and the Rules of Procedure to ensure they remain current.
6. Inform the Members, via the Secretariat, of any proposed changes to the Rules of Procedure or the Compliance and Dispute Resolution Process.
7. Provide advice on specific compliance and dispute resolution issues tasked to them by the EC, Secretariat or Members.
8. Assist the Secretariat in situations where input or assistance is required, e.g., assist in corresponding with and gathering information in a member dispute or compliance review.

### *B. Structure of the Compliance and Dispute Resolution Committee*

1. The Compliance and Dispute Resolution Committee (“CDRC”) will consist of a chair and at least two additional Operators, each of whom is expected to serve for at least two years.
2. In addition to these committee members, an independent, impartial advisor, unaffiliated with any member company, may also sit on the committee. This advisor must sign a confidentiality agreement, serve on a voluntary basis and will not have any voting rights within the committee.
3. To be eligible to chair the CDRC, an individual should have at least three years of experience in attending Annual Meetings, as well as experience as a member of other IAATO committees.
4. If a committee seat is vacated, resulting in total membership fewer than three, the chair of the Membership Committee shall serve as an interim member until a new member can be elected, preferably within thirty (30) days.

5. A voting quorum will consist of at least three individuals. If one of the members of the committee is unavailable, the chair of the Membership Committee shall be engaged to make a quorum.
6. In case of a tie vote, the deciding vote is cast by the chair of the Membership Committee.
7. CDRC duties present particular challenges because of potentially sensitive issues that might arise between commercial competitors. No member of the committee may participate in a specific review of a complaint if that person is or may be a witness or complainant in the case, or if his or her participation would otherwise create, or appear to create, a conflict of interest. The EC may select an interim replacement for any member of the CDRC who is unable to participate in a specific review for this reason.

## Terms of Reference for the Yacht Committee

### *A. Core Duties of the Yacht Committee*

1. Identify yacht-related issues that require further action, including those that overlap with other IAATO committees where IAATO yacht operators have expertise; e.g., overnight camping, climbing, skiing, diving, etc.
2. Assist the Secretariat and provide information as well as advice on yacht-related issues as needed – specifically regarding yacht-related papers put forward prior to the ATCM or requiring feedback afterwards.
3. Coordinate and appoint suitable observers for the IAATO Dockside Observer Checklist program, and assist the Membership Committee in evaluating membership applications from yacht operators, when requested.
4. Monitor IMO Polar Code developments, specifically those relating to non-SOLAS vessels. Identify and discuss issues with IAATO yacht fleet and then report back to the ED.
5. Periodically review IAATO communications policies and protocols, best practices and agreed standards for yacht operators; recommend changes or new procedures if needed, and provide advice on specific yacht-related issues, as agreed at the Annual Meeting.
6. Assist the Secretariat to analyze concerns and issues prompted by reported activities or practices of non-IAATO yachts that could potentially affect the overall perception of Antarctic yachts by external stakeholders and the media.
7. Liaise with all other yacht members as needed, and at all times, take into account the different types of yachts IAATO deals with e.g. small sailing yachts, super yachts, mega yachts as well as mega power boats, etc. and be sensitive to the differences these yachts entail when formulating policy.

### ***B. Structure of the Yacht Committee***

1. The Yacht Committee will consist of a chair or two co-chairs and a minimum of three members that are yacht operators or yacht service providers. Each committee member is expected to serve for at least two years, and may serve longer.
2. To be eligible to chair the Yacht Committee, an individual should have at least three years of experience as an IAATO Operator operating in Antarctica or the sub-Antarctic islands, as well as some experience as a member of other IAATO committees.
3. If a committee seat is vacated during the year, consultation should take place within the committee to determine if a new member should be elected prior to the next annual meeting.

## **Terms of Reference for the Antarctic Gateway Committee**

**In this context, “gateway” is defined as key passenger exchange ports outside of Antarctica (such as Ushuaia, Puerto Williams, Punta Arenas, Hobart, Cape Town, etc.) and within Antarctica.**

### ***A. Core Duties of the Antarctic Gateway Committee***

1. In consultation with the EC and Secretariat, develop a strategy for IAATO to encourage safe, secure, sustainable, viable, efficient and environmentally responsible operations at Antarctic gateways, including starting points across the world for Antarctic travel and access points located in Antarctica.
2. Identify and prioritize gateway operational issues that impede sustainable, viable, efficient, and environmentally responsible functioning. Once identified, collaborate with the appropriate parties, working groups or committees to attempt to alleviate the issues. These parties may include but are not limited to:
  - a. Government-appointed gateway managers; e.g. port authorities, airport concessions.
  - b. IAATO members active at the relevant gateways.
3. Seek advice from IAATO members and third parties who have special knowledge of the management of Antarctic gateways to:
  - a. Identify key relationships that need to be fostered and developed across all gateways,
  - b. Identify those factors that are specific to gateway activities within Antarctica that may require further action, and
  - c. Develop a strategy for communicating diplomatically and sensitively with all stakeholders in Antarctic gateway operations.
4. Annually review communication coordination, best practices and agreed standards for IAATO operators and recommend changes if needed. Recommend new procedures as appropriate pending developments and agreements with stakeholders.
5. Liaise with other committees as needed.

6. Work closely with the EC and Secretariat to provide feedback on a timely basis and implement agreed actions.

#### ***B. Structure of the Antarctic Gateway Committee***

1. The Antarctic Gateway Committee will consist of a chair or two co-chairs.
2. The rest of the committee will consist of at least four Operators. Each committee member is expected to serve for at least three years.
3. If a committee seat is vacated during the year, consultation should take place within the committee to determine if a new member should be elected.
4. Associates and other experts may be consulted in order to contribute to intellectual and developmental processes as needed.

#### **Terms of Reference for IAATO Delegates and Advisors to ATCM and Other Treaty-Related or Industry Meetings**

Participation by IAATO as an invited “Expert” at Antarctic Treaty Consultative Meetings (ATCMs) is critical in furthering the Association’s goals and mission. From IAATO’s perspective, the privilege of participating in these and other meetings illustrates the ability, and recognition, of the industry to self-manage Antarctic tourism in a safe and environmentally responsible way and, where appropriate, to promote issues or raise concerns and defend the industry’s best practices.

IAATO delegates to ATCMs do not form a committee or working group as recognized in the Bylaws, but they do work closely together in the months prior to each ATCM, with particular focus on the tourism-related issues that will be deliberated by Treaty Parties. Currently, the Antarctic tourism industry is represented by participation on the IAATO delegation itself, or by IAATO representatives participating as advisors on a particular Treaty Party’s delegation on an invitation basis. The core duties listed below are primarily intended for IAATO delegates, but are generally applicable for industry advisors.

#### ***A. Core Duties of IAATO ATCM Delegates or Industry Advisors***

1. Support IAATO Bylaws, Objectives and standard operating procedures, and lobby as required to ensure that the Operator members can continue to operate without adverse impact to their IAATO-accepted practices and methods.
2. Represent the Association as a whole. This requires that individual delegates and advisors be aware of and support the overall goals and strategies of IAATO as an industry association, rather than the specific needs of a particular company.
3. Be available for delegation conference calls throughout the year to discuss ATCM-related issues and preparation.
4. While delegates may be asked to attend for a full week or even two weeks of an ATCM, it is possible that attendance of just two or three days may be required. ATCMs are typically held between April and July of each year.

5. Provide expertise, when requested, through the drafting and editing of IAATO's Information Papers (IPs), through informal discussions with Treaty Parties in advance of the meeting, through monitoring Intersessional Contact Groups (ICG) forums where relevant, through sideline discussions at the meeting, and through lobbying done on an informal basis during the course of the meeting. On occasion, provide interventions at the meeting sessions. During ATCM, frequent ad hoc and planned meetings among IAATO delegates and representatives serving as industry advisors are essential.
6. Be aware of, and sensitive to, the peculiarities of multi-lateral negotiations among Treaty Parties, Observers and other Experts at the ATCM.
7. Work closely together with the Secretariat and Executive Committee (EC) through conference calls and email exchanges prior to the meeting and through coordinated efforts during the meeting. Be prepared to "cover" – observe and participate in – an ATCM session or working group that might be running concurrently with a more interesting or lively session in another room. This may also include covering informal working groups that meet at break time, over lunch or before or after the main ATCM sessions.
8. Download, print and read relevant Working Papers (WPs) and IPs and review the work of relevant ICGs or Antarctic Treaty Meeting of Experts (ATME) prior to each ATCM in order to familiarize yourself with the issues at hand. The IAATO Secretariat will endeavor to keep Members updated with relevant papers. Representing the entire IAATO Membership, it is necessary to be conversant with all tourism-related issues being put forward, including operations that might be different from that of individual Members. It is also important to have a working understanding of Treaty-related documents, such as the Antarctic Treaty, the Environmental Protocol and the previous year's summary report of the ATCM proceedings.
9. The IAATO delegation should ideally represent a diverse geographic range of Membership, which will assist in fostering inroads to the various Treaty Party delegations. Multiple language skills, particularly Spanish, are beneficial.
10. A significant responsibility and task of IAATO delegates and representatives serving as industry advisors is a social aspect, to spend time to converse and meet with Treaty Party delegates and other participants during evening events, coffee breaks and side meetings.
11. Be available for follow-up after the ATCM, proof-reading the report for the Membership, etc., as required.
12. While participation at ATCM is the primary role for IAATO delegates and representatives serving as industry advisors, participation on behalf of IAATO at other Treaty-related meetings, such as ATME, Council of Managers of National Antarctic Programs (COMNAP) and Treaty Party stakeholder meetings may also be requested.

### ***B. Structure of the IAATO ATCM Delegation***

1. The ED leads the IAATO ATCM delegation. EC members may participate in order to provide first-hand knowledge of and advice on important issues that could precipitate regulations potentially affecting Antarctic tourism.
2. The delegation should consist of a minimum of three, but preferably four members, including the ED and Operators. The EC may determine that more delegates are appropriate. Should one or two members be invited to sit on a Treaty Party delegation as industry advisor, the need for four or more IAATO delegates is reduced.
3. The EC, in consultation with the Secretariat – and with previous delegates and industry advisors if deemed appropriate – will determine who will serve on the IAATO delegation in addition to the ED.
4. Delegates attending the ATCM on behalf of IAATO should be confirmed at least six to eight months prior to the ATCM if at all possible, unless circumstances require changes on short notice.
5. Due to the investment of time required to understand the process and workings of the ATCMs or other meetings, it is suggested that delegates be willing to commit for the long term, with the caveat that subsequent invitations beyond the first year are dependent on the delegate's performance or potential as evaluated by the EC and Secretariat. Consistency is highly desirable, as it takes several years to become comfortable with the cadence of the meetings and be able to lobby Treaty Parties with diplomacy and competence. It also can take time for Treaty Party delegates to establish rapport and a comfort level with Expert delegates.
6. Delegates' expertise should, as far as possible, ensure sufficient representation of different aspects of the Association:
  - Ship-borne tourism, notably landing etiquette and familiarity with landing sites,
  - Air and land-based tourism,
  - Other expertise as needed, depending on the issues involved; e.g., marine-related operations, environmental issues, etc.

### ***C. Expense Coverage related to IAATO Delegates***

1. Flights, hotel and travel expenses for industry advisors and IAATO delegates to ATCM and other Treaty-related or industry meetings that are important to IAATO (e.g., COMNAP, ATME, etc.) may be paid for by IAATO, with the following considerations:
  - At the discretion of the EC and in consultation with the Secretariat, travel expenses for all agreed-upon industry advisors and IAATO delegates to ATCM and other Treaty-related or industry meetings may be covered in an equitable manner, in full or in part, keeping in mind precedent and the overall meeting budget, Article VIII Section E of the IAATO Bylaws, and the consensus of the EC as to the benefits to the Membership of that delegate's participation. It is appreciated if the delegate's company or the industry advisor's company agrees to pay some of the travel expenses.

- If an IAATO Operator is already planning to send a representative to a meeting other than ATCM (e.g., COMNAP, HCA, IMO, etc.) on behalf of the Member company and, in addition, is willing and able to objectively represent the interests of the Membership, that Operator may receive a contribution from IAATO toward the representative's travel expenses related to attendance at the meeting, as agreed to by the EC in consultation with the Secretariat.
2. Whenever possible, the IAATO ED will pay for agreed travel expenses for the other IAATO delegates and representatives serving as industry advisors, in order to avoid wire transfer fees in foreign currencies. Otherwise, any anticipated expenses on the delegate or advisor's credit card should be brought to the attention of the ED prior to the meeting for approval. Expense reports, preferably with all relevant receipts, are to be turned in within three weeks following the end of the meeting.