



International
Code of Conduct
Association

**ICoCA Q1 2019 1st Board Meeting
Virtual
04 February 2019**

Minutes

Present (Board)

- Fredrik Ahlén
- Ryan Berry
- Deirdre Brown
- Rémy Friedmann (Chair)
- Beatrice Godefroy
- Katherine Gorove
- Josua Loots
- Charlie Mayne
- Michael Posner
- Margaret Roggensack

Present (ICoCA Secretariat)

- Stephan Coute (Project Officer)
- Christopher Galvin (Head of Communications & Outreach)
- Anaïs Laigle (Project Officer)
- Gina Menghini (Project Officer)
- Jakub Pintér (Research Intern)
- Giuseppe Scirocco (Monitoring Officer)
- Jamie Williamson (Executive Director)

Present (Observing/Supporting)

- Susan Benda (US DoS)

AGENDA POINTS

- 1. Opening of Meeting and Approval of the Agenda**
- 2. Approval of Q4 2018 Board Meeting and 2018 Annual General Assembly Minutes**
- 3. 2018 Annual General Assembly Feedback**
- 4. ICoCA Indicators on the International Code of Conduct and 2019 Company Self-Assessment Questionnaire**
- 5. ICoCA Guidelines for Private Security Providers on Preventing and Addressing Sexual Exploitation and Abuse**
- 6. 2019 ICoCA Budget**
- 7. ICoCA 2019-2023 Strategic Plan**
- 8. ICoCA 2019 Priorities**
- 9. Wrap Up**

1. OPENING OF MEETING AND APPROVAL OF THE AGENDA

- 1.1. The Chairperson opened the meeting at 14:05 and asked the Secretariat to draw up the minutes. The Chairperson took note that each of the three stakeholder pillars was represented by at least two Board Directors and that at least eight Directors were present. The Chairperson declared that a quorum was present according to Article 7.6 of the Articles of Association (AoA), that the meeting was duly constituted and that the Board could adopt resolutions in compliance with the Articles of Association.
- 1.2. The Board reviewed the Meeting Agenda proposed by the Secretariat and decided to add a new 'Item 3' dedicated to the discussion of the feedback received following the 2018 ICoCA Annual General Assembly (AGA).
- 1.3. **The Board approved the Q1 2019 Board Meeting Agenda as amended.**

2. APPROVAL OF Q4 2018 BOARD MEETING AND 2018 ANNUAL GENERAL ASSEMBLY MINUTES

- 2.1. **The Board reviewed and approved the Q4 2018 Board Meeting Minutes.**
- 2.2. The Board reviewed the 2018 AGA Minutes circulated by the Secretariat and suggested to make the following edits:
 - 2.2.1. Paragraph 2.3 – delete “the 7” and insert “its”.
 - 2.2.2. Paragraph 2.7 – indicate that the Executive Director introduced “the framework” of the ICoCA 2019-2023 Strategic Plan and remove “currently under finalisation”.
- 2.3. **The Board approved the 2018 AGA Minutes as amended.**

3. 2018 ANNUAL GENERAL ASSEMBLY FEEDBACK

- 3.1. The Executive Director provided an overview of the feedback received following the 2018 ICoCA Annual General Assembly, reflecting on the overall positive nature of participants' comments and the suggestions made to:
 - (1) Consider the opportunity of a longer AGA (1.5 days);
 - (2) Involve greater participation from clients of private security companies (PSCs); and
 - (3) Improve accessibility by allowing remote attendance through streaming and by providing additional translation services (particularly in Spanish).
- 3.2. The Executive Director also explained that that the morning Plenary Panel on the topic of human trafficking and the pre-AGA Cocktail Reception were well received by participants. With regard to the two afternoon parallel sessions, it was reported that the considerable size of the room hosting Workshop 2 (entitled '*Implementing the ICoCA Strategic Plan: The role of CSOs*') did not facilitate interaction among participants.
- 3.3. The Board reiterated the positive nature of the feedback received and made the following observations:

- 3.3.1. The fact that the Assembly broke into Pillar Sessions during the morning session led a number of Geneva-based representatives to leave in advance and to not attend the rest of the meeting.
- 3.3.2. The mixed presence of civil society organisations (CSOs), governments and private security companies at the two afternoon workshops was very positive and facilitated constructive interaction.
- 3.3.3. The opportunity to meet in advance of the AGA and to get to know participants was very appreciated by stakeholders.
- 3.3.4. Due to participants' availability constraints, it would be preferable to maintain the current format of a 1 day AGA and make better use of the allocated time.
- 3.3.5. Workshop moderators should ensure an equal contribution from all participants and prevent any attempt to dominate the discussions.
- 3.3.6. A stronger government participation is needed during Annual General Assemblies.
- 3.3.7. AGA preparations should start earlier in the year.

3.4. **The Board requested the Secretariat to circulate an anonymised summary of the feedback received following the 2018 AGA.**

3.5. **The Board also discussed the opportunity to host an additional Annual General Assembly in advance of the agreed January 2020 AGA for the purpose of approving the Association's 2020 budget, and requested the Chairperson and the Executive Director to verify the requirements of the Swiss Association Law in that regard.**

3.6. **The Board** reiterated that hosting the Annual General Assembly in an alternative location such as London would have considerable costs for the Association and **agreed to host the January 2020 AGA in Geneva.**

4. ICOCA INDICATORS ON THE INTERNATIONAL CODE OF CONDUCT AND 2019 COMPANY SELF-ASSESSMENT QUESTIONNAIRE

4.1. The Secretariat presented the updated ICoCA Indicators on the International Code of Conduct as agreed during the Q3 2018 Board Meeting and covering, in addition to procedural indicators, outcome and performance indicators on the following subjects:

- (1) Use of force;
- (2) Apprehending Persons;
- (3) Prohibition of Torture or Other Cruel, Inhuman or degrading Treatment or Punishment;
- (4) Sexual Exploitation and Abuse or Gender-Based Violence;
- (5) Selection and Vetting of Personnel;
- (6) Training of Personnel; and
- (7) Grievance Procedures.

4.2. The Secretariat reiterated that the ICoCA Indicators have been developed in consultation with a number of stakeholders and that additional comments have been received by the Secretariat which will be incorporated over the next few weeks. In addition, the Association considers the current list of Indicators as a 'living document' and expects to revise and update it in the future, in light of identified operational challenges and Member Companies' shared experiences as well as of industry developments and the Association's field-based analysis.

- 4.3. The Secretariat also introduced the 2019 Company Self-Assessment (CSA) Questionnaire, explaining that it has been developed based on the above mentioned indicators and that its IT component will be tested with two Industry Board Members.
- 4.4. **The Board of Directors requested the Secretariat to re-circulate the ICoCA Indicators for a final review and approved a subsequent publication on the website of the Association.**
- 4.5. **The Board also requested the Secretariat to make sure, in communicating with Member Companies, to clearly describe the purpose of the CSA which includes supporting Transitional Members in working towards ICoCA Certification and meeting the requirements of the Code as well as assisting ICoCA Certified Members in their efforts to continuously improve.**

5. ICoCA GUIDELINES FOR PRIVATE SECURITY PROVIDERS ON PREVENTING AND ADDRESSING SEXUAL EXPLOITATION AND ABUSE

- 5.1. The Secretariat introduced the latest version of the ICoCA Guidelines for Private Security Providers on Preventing and Addressing Sexual Exploitation and Abuse (PSEA Guidelines) incorporating comments received from Member Governments and other stakeholders.
- 5.2. The Secretariat pointed out that the Guidelines represent the starting point of the work of the Association on the specific topic of sexual exploitation and abuse, and that they might be expanded into a broader guidance subject to the receipt of adequate funding.
- 5.3. The Board expressed satisfaction with the level of engagement and incorporation of the comments received and indicated that additional amendments might be needed. **It therefore requested the Secretariat to re-circulate the draft Guidelines for a final review before finalisation and publication on the website of the Association.**

6. 2019 ICoCA BUDGET

- 6.1. The Executive Director provided a 2019 Budget update based on the receipt of annual dues from Member Companies.
- 6.2. Upon request from the Board, the Executive Director explained that a number of companies which have expressed their intention not to renew Membership in the Association have been driven in their decision-making primarily by commercial reasons.
- 6.3. The Board enquired about the timeline for termination of companies and the potential impact of Members' withdrawal on the Association's budget. The Executive Director specified that a detailed list of Companies will be provided to the Board for termination purposes and that this should result in a non-significant impact on the Association's budget.

7. ICoCA 2019-2023 STRATEGIC PLAN

- 7.1. The Executive Director updated the Board on the discussions held at the Working Group level for the further development of the ICoCA 2019-2023 Strategic Plan and the identification of implementing activities within the framework of the mission statement, vision and goals already finalised and validated.
- 7.2. The Executive Director indicated the following two priority points for Board discussion:
- (1) The establishment of a deadline for the drafting process; and
 - (2) The continued streamlining of the Certification and Monitoring responsibilities of ICoCA to reflect realities and evolution of the private security industry landscape since its establishment.
- 7.3. **With regard to Certification, the Board tasked the Strategic Plan Working Group to assess alternatives to the current Membership model and include language in the Strategic Plan that provides flexibility for a path forward.**
- 7.4. With regard to Monitoring, the Executive Director emphasised the importance of regular field presence by the Association and the need to further define the role of CSO Members in monitoring private security companies. During the following discussion, Board Directors agreed that the role of CSOs would include, among others, an early warning function as the Association's eyes and ears on the ground. The assessment of Member Company compliance with the Code based on the information received should, however, remain an exclusive function of the ICoCA Secretariat.
- 7.5. **The Board mandated a newly established Working Group to assess and further define the role of CSOs within ICoCA.** Members of this Working Group will be Josua Loots (representing the CSO pillar), Fredrik Ahlén (representing the Industry pillar) and Jenny Stein from the United States' Department of State (representing the Government pillar).
- 7.6. **The Strategic Plan Working Group committed to finalise and publish the Plan after the next Board Meeting in May 2019. The Chairman invited the Working Group to meet in person.**

8. ICoCA 2019 PRIORITIES

- 8.1. The Executive Director introduced the Association's priorities for 2019 as listed below:
- (1) Identifying additional potential donors and increasing fundraising based on ICoCA operational objectives;
 - (2) Strengthening ICoCA's field presence in priority-identified environments;
 - (3) Raising the public profile of the Association and reaching broader audiences;
 - (4) Building the capacity of Member Companies and promoting continual improvement through the ICoCA Transitional Membership and Certification processes as well as the provision of regular training including in operating contexts; and
 - (5) Increasing Government Membership.
- 8.2. With regard to fundraising, the Board advised the Secretariat to identify appropriate departments within governments and international organisations, as well as budget cycles, in order to implement an effective fundraising strategy. The Board also manifested willingness to support the ICoCA Secretariat in its fundraising efforts.

8.3. With regard to Government Membership, the Board reiterated that a targeted government outreach towards Montreux Document participants is needed.

9. WRAP UP

9.1. The Chairperson provided a summary of the main points discussed and the decisions taken at the Q1 2019 Board Meeting, and expressed his gratitude to the Secretariat for planning and organising it.

9.2. **The Board mandated the Secretariat to circulate a Doodle to assess the practicability of an additional (virtual) Board Meeting in advance of the Q2 2019 one already scheduled for May in London.**

9.3. The Executive Director reminded the Board of the need to properly address the fundraising needs of the Association.

9.4. The meeting was closed at 18:00.