ICoCA Special Board Meeting - Minutes
4-5 June 2015

Present (Board)
- Rémy Friedmann (Chair)
- Sophia Willitts-King (4 June only)
- Bertil Roth (5 June only)
- Mark Knight (4 June only)
- Amol Mehra
- Chris Sanderson
- Andrew Nicholson (4 June only)
- Alan Donohue (4 June only)
- Margaret Ellen Roggensack (4 June only)
- Michael H. Posner (4 June only)

Present (Alternates)
- Jason Pielemeier (U.S. Dept of State)
- Chris Mayer (U.S. Dept of Defense)
- Sally Bentley (FCO, UK)

Present (Secretariat - ICoCA)
- Andrew Orsmond (Executive Director)
- Helen von Dadelszen (Operations Manager)
- Andrés Zaragoza (Project Officer)

Present (DCAF)
- Anne-Marie Buzatu (DCAF)

AGENDA POINTS

1. **Opening of Meeting**
2. **Secretariat Update**
3. **Strategic Discussion**
4. **Review of Board Working Groups**
5. **Review of Board Committees**
6. **Board Review and vote on membership applications**
7. **AGA Planning**
8. **Other Business**

1. **OPENING OF MEETING**

1.1. The Chairman opened the meeting at 09:00, and asked the Operations Manager to draw up the minutes. The Chairman took note that each of the three stakeholder pillars was represented by at least two Board Directors and that at least 8 Directors were present. He therefore declared that a quorum was present according to Section 7.6 of the Articles of Association, that the

meeting was duly constituted, and that the Board could validly adopt resolutions in compliance with the law and the Articles of Association.

1.2. The Chairman welcomed Meg Roggensack and Mike Posner to the Board as this is their first meeting in-person since they joined the board. He also welcomed Jason Pielemeier and Chris Mayer, who were jointly representing the US govt. in the absence of Chuck Tucker, as well as Sally Bentley, from UK FCO, who was supporting Sophia Willitts-King.

1.3. The Chairman confirmed that the agenda and supporting documentation had been circulated to the Board in advance, and the Board approved of the agenda as planned.

2. SECRETARIAT UPDATE

2.1. Review 2013-2014 Financial Statements

The Executive Director ("ED") presented an update to the Board on the Association's financial situation in order to help to frame the strategic discussion which would follow. He explained that the Association's external auditors (PwC) had completed their audit for the period from September 2013 until the close of 2014, and reviewed the audited financial statements prepared. He further reviewed the Association's own detailed report of expenses.

With regard to the audited financial statements, the Executive Director further noted that while the statements presented the financial position of the Association with respect to its own accounts, the Association also benefitted from substantial "in-kind" contributions provided principally by the Government of Switzerland (via DCAF) and from DCAF. The total value of these contributions, provided by DCAF (and therefore not separately audited), are found in Note 7 to the financial statements. The Executive Director, however, acknowledged some differences between the Association's calculation of "in-kind contributions" and those provided by DCAF. These differences are explained by anomalies in DCAF's own internal project code assignment systems, which had previously been audited, and should be resolved in future years as the Government of Switzerland transitions to more direct contributions to the Association and DCAF and the ICoCA agree on a common approach to valuation and categorization of "in-kind" support

In response to a question from the Board, the Executive Director noted that no formal written commitments have been made from governments with respect to additional commitments of funds, and that it will become an important priority of the ICoCA to discuss such contributions with governments in order to sustain the Association's operations in the future. The Chair explained that Switzerland was looking at how it could support the Association directly and continue to support broader security section reform/governance through DCAF. Switzerland plans to continue supporting the ICoCA process in 2015 and 2016. In addition, the Board noted that the U.S. Government has offered to provide a funding grant of USD 200,000 over a two year period (commencing in the fall of 2015), to support the development of a Monitoring function, provided the ICoCA is able to agree to certain administrative and substantive conditions laid out in a recent letter from the U.S. Department of State addressing the prospective grant.

The ED reminded the board that membership dues for Industry Members have not been invoiced yet, but that the Association planned to do so in July following (and contingent on) the approval by the General Assembly of the proposed Certification Procedures presently out for vote. The

Board also discussed the schedule of dues for future years, noting that since dues were not invoiced for 2014 based on the decision of the Board, the Board will need to determine at the next meeting (June 30 and July 1) whether to use the existing Year 1 or Year 2 dues levels for the upcoming invoices. It was further noted that an agreement on a dues schedule for subsequent years will need to be raised within the Finance Committee and then approved by the Board to be discussed at the General Assembly in October.

The Executive Director reviewed the Association's current (and projected) expenses for 2015, noting that it currently costs approximately CHF 900,000 per annum to run the association, and that this number will need to increase as the substantive oversight functions are brought online. The ED also reviewed the expenses associated with Board meetings, noting in particular the impact of interpretation expenses. The Board discussed ways to reduce expenses, including the number of meetings per year, eliminating interpretation, and focusing on Board meetings in locations where the meeting could be conducted efficiently.

The Board discussed outreach and marketing, including the steps taken to date and the potential to identify additional materials and opportunities.

Finally, Board members noted that, on the Association's financial statements as prepared by te external auditors, un-spent funds in the account at the close of 2014 were referred to as "profit." The questioned whether this could be recast as a "surplus," given the non-profit nature of the Association.

The Secretariat will request with the external auditors whether, under Swiss accounting standards, the financial statement could be amended to read "surplus" instead of "profit".

2.2. Review of Current Membership

The Secretariat's Project Officer (Andrés Zaragoza) provided an overview of current membership and applications for membership, which the Secretariat continues to process in line with the AoA and Membership Requirements instructions.

The Board were reminded that at the prior meeting in March, they reviewed a number of applications for membership and approved 39 members (Transitional). With respect to the remained of the applications reviewed at that time, the Secretariat were requested to follow-up with the applicants to provide additional information as noted by the Board. Mr. Zaragoza noted that such follow-up had been undertaken, and that to the extent affected applicants had provided the requested information they had been included in the ground of applications that the Board would review the following day (9 June).

Mr. Zaragoza reviewed that the Secretariat had set and communicated to all members the 15 May deadline to receive applications from companies that had previously been granted membership on a transitional basis prior to the adoption by the General Assembly (in June 2014). A number of affected companies had submitted applications in response to the announcement of this deadline, and these had been reviewed by the Secretariat. In total, Mr. Zaragoza noted the Secretariat was recommending 33 applicants to the Board for consideration, and an additional 35 applications had been received and reviewed but did not, in the Secretariat's

judgment, sufficiently meet the Membership Requirements to warrant recommendation to the Board for approval.

Mr. Zaragoza noted that the Secretariat is continuing to receive applications, both from new companies and those who were previously granted membership prior to the adoption of the Membership Requirements, and that the Secretariat would present these to the Board on a recurring basis. He also presented data on the HQ location of both members and applicants, noting that while, as expected, many of the companies are from the US and UK, a significant number are from other countries as well. The Board noted that some number of non-U.S./U.K. headquartered companies may still be managed by U.S. or U.K. entities, but further discussed and generally agreed on the desire to continue to increase global membership.

It was noted that membership application process will become easier once the certification procedure is approved, as the requirement for prospective members to have been certified to an existing approved standard will effectively eliminate the need for an "implementation plan," as the elements of the current implementation plan are addressed in certification.

The Secretariat then addressed the current membership subscription levels, set at the Constitutive General Assembly, and noted projected revenues to be received if all current applications are approved, and if all approved industry members pay the dues as they are currently set.

The subscription levels set at the General Assembly:

Subscription Level	Revenue	Year 1	Year 2
Level 1	$ 0-3m	$2,500	$3,000
Level 2	$ 3-20m	$5,000	$6,000
Level 3	$ 20m+	$9,000	$10,000

Assuming the certification procedures is approved by the General Assembly on 29 June, all industry members will be invoiced the Year 1 figures in July 2015 (or upon being approved by the Board if after July 1, 2015). The Board was requested to consider whether we stay with this current structure for Year 2, or consider seeking the General Assembly's approval for a different structure. **The Board will take this issue under advisement and revisit it at the upcoming meeting on 30 June and 1 July.**

Some Board members brought up the issue of how to manage the membership and dues/contribution level in instances where multiple companies are covered under the membership of a single parent entity (potentially resulting in a situation where the parent pays the maximum contribution of $10,000 despite having several companies under its membership whose aggregate contributions, were they separate members, would exceed that level). Currently, whether to apply as a group or as individual companies is left to the discretion of the company itself. Board members mentioned that the membership dues should reflect the relative "burden" of certifying, monitoring and managing the reporting for the companies/group of companies. **The Board will further discuss the issue at the upcoming meeting on 30 June and 1 July.**

CSO members requested that the Industry and/or Secretariat brief the Board regarding significant economic developments within the private security industry (e.g., mergers, changing market conditions, etc…)

Finally, the board was reminded that under the current Articles of Association and Membership Requirements, all industry members must become certified to a Board-approved standard (and provide additional information defined by the Board for the standard) within one year of the Certification Procedure being approved by the general assembly. After that time there will be no further provision for membership on a transitional basis. Board Directors noted the potential problem that some new companies who would not be able to attain a standard, due to lack of existing certification bodies at commercially reasonable costs in their areas, and that therefore certification (membership) might be unobtainable for some. The Board has been aware of this issue and will continue to look into it as the Certification Procedures are being adopted.

2.3. Current budget status and 2015-2016 Proposed Budget

Preliminary draft budgets for both 2015 and 2016, developed from projections based on 2013-2014 expenses, were presented to the Board. Existing projected revenue for the organization in 2015 is approximately CHF 880,000 and expenses are expected to be approximately CHF 1 million.

With regard to revenue, the Executive Director noted that the existing direct contribution from DCAF will end in September 2015, although aspects may be renewed. He further noted that, other than the Swiss government commitment to direct and indirect support in 2015-2016, and the U.S. government's potential two-year grant for 2015 – 2017, no additional commitments of government support had yet been made. Therefore, it was likely that more of the existing surplus would need to be used for the coming years unless more sustainable contributions/income sources were identified.

There is a basic level of expenses required to keep the association working, including communicating with and servicing the 100+ industry members as well as conducting outreach to industry clients and other stakeholders. Additional staff members will also be required to administer the Certification Procedure, once it is operationalized, and to further develop the Article 12 and Article 13 functions. Therefore, an additional CHF 120,000 is needed to make up the difference in 2015. This may be done through drawing further on the reserves and/or by increasing revenue.

The Secretariat aims to continue developing efficiencies in planning and running board meetings and the AGA. The planned budgets also contemplate moving to Board meetings only 2 or 3 times in 2016 and beyond (vice the 4 or 5 today, during the current heavy development period of the oversight functions).

The Board further discussed the current structure of membership dues in comparison with other MSIs, and noted the expenses associated with simultaneous interpretation at Board meetings and the AGA, as well as the cost of providing key documentation and the website in multiple languages. These issues will be revisited within the Audit/Finance Committee and at the end of June board meeting.

The Board resolved that further details on the 2015 and proposed 2016 budgets would be presented to the Finance Committee before the next Board meeting, and would be discussed at that meeting.

2.4. Work Plan

A draft work plan for 2015-2017 was presented to the board which showed how additional staff will need to be employed over time in order to carry out the additional functions. Assumptions needed to be made on how monitoring would function. The ED requested feedback from the board regarding the usefulness of such a work plan.

In the 2015 and 2016 budgets costs for function development, including involving outside organizations and clients of PSCs, were roughly estimated in terms of the equivalent number of board meetings. The costs involved will become clearer as the actual steps in developing the functions are developed.

2.5. ICoCA Membership

Board members briefly discussed the merits and drawbacks of the membership subscription structure. It was noted that some companies may wait and see if being a member of the association is worth the fees before they invests. The Board also recognized the need to review applications efficiently, and agreed that for the purpose of assessing the applications immediately pending, a multi-stakeholder committee of three Directors (one from each pillar) were authorized to meet and to review and make decisions on those applications the following day.

Accordingly, it was resolved that Amol Mehra, Chris Sanderson, and Rémy Friedmann would meet the morning of June 5 in order to review pending applications that had been screened by the Secretariat and were authorized to approve them, as appropriate, on behalf of the Board.

3. **STRATEGIC DISCUSSION**

Members of the CSO pillar previously presented a number of points that they would like to discuss with the whole Board. The objective of the discussion was an open dialogue to explore the extent to which the pillars, at least as represented on the Board, shared similar visions with regard to the ICoCA's oversight functions before taking the next steps in development of Article 12 and 13 dunctions.

Members of the CSO pillar thanked the other Board Directors for taking the time to have the discussion and started the discussion by providing an overview of their perspective and objectives in participating in the ICoCA. It was recognized that collaboration between different pillars to date has been successful, but that significant hurdles remain to be cleared in operationalizing the architecture laid out in Article 12. The challenges arise, in part, from the resource-dependant nature of some of those functions, the potential overlap between oversight functions, and the inherent difficulty of differentiating between real commitment to human rights and humanitarian law and merely superficial commitment.

Industry members mentioned that the market is the driver of a successful endeavour, and therefore the Association needs to continue to improve in its engagement of clients. Industry Board Directors noted that the shared CSOs' interest in higher standards across the board, and recognized that the Association also needs a sufficient number of companies to be included to have legitimacy. Industry Directors also stressed that they shared a desire for clear rules and high standards.

During the discussion, the Directors from all pillars agreed that while it was important to be inclusive, it was equally important to make sure that oversight functions remain sufficiently rigorous to protect the value and meaning to the ICoCA commitments, and to ensure a level playing field. All agreed that they did not want to give a free and easy ride to any companies in the interest of inclusiveness.

The Board generally agreed that while certification to improved standards provides a starting point, it will not alone result in a changed reality. CSOs pointed out the lessons of other MSIs, and noted that the overall objective of the Code, and of the ICoCA (including its certification procedure and the other functions) was to yield actual changes in behaviour. CSOs noted, in particular, the positive role that the FLA had played for Apple and other major brands in responding to human rights challenges in their own supply chain – particularly once they engaged with full transparency embraced the recommendations from the FLA.

Government members reiterated their commitment to the initiative, with hopes that it can not only improve standards in the industry, but also be a model for other sectors. Governments can help by facilitating dialogue between industry, clients, and civil society and but further refining its commitments as key clients of PSCs. The Board discussed and generally agreed that the PSC industry continues to have real impacts on the world and community where it operates.

The group was reminded that the code and AoA lay out what the Association will do therefore this discussion will help to further explore the level of detail that is not included in the Associations founding documentation.

3.1. Stakeholder Engagement

The Board members agreed that stakeholder engagement in each step of the process, i.e. in the development of each of the functions, was key to success. All accepted the idea that further external expertise should be drawn on, but noted that it was ultimately the responsibility of the Board to make decisions and recommendations to the General Assembly, and the responsibility of the individual pillars to ensure that the right stakeholder perspectives were brought into consideration. It was further noted that additional time and resources are required to do this, and that while wide stakeholder engagement and consideration of external inputs are important they cannot unduly slow down the process.

The Board generally agreed that stakeholder engagement opportunities should be supported by work plans, with specific objectives and a plan for how to integrate the outcome of such engagement into the planning process. DCAF noted their continued commitment to support outreach by organizing meetings and connecting organizations.

3.2. Independent assessment of company implementation of Code commitments

The Board reaffirmed that independent assessment of company implementation of Code commitments is key function of the ICoCA, and that the success of the Association depends on making each of the oversight functions operational. The Board discussed that in order to provide for effective independence, the Secretariat would need to have both the authority and resources required to carry out the functions described in the AoA, under the direction of the Board.

3.3. Non-compliance with the Code

The Board discussed the important of having consequences when a member company does not implement or actually breaches the code. The group noted that, as per Article 12, a member would be given the opportunity to comply, with the Association recommending corrective action within a specific time period. If the company still failed to comply or to implement the corrective action, they would face the possibility of having their membership revoked.

3.4. Complaints processes and Grievance mechanisms

The Board noted that the complaints and grievance mechanisms will not replace or interfere with existing local or national judicial systems. When faced with a complaint questions asked would include 1. Is the alleged act a breach of the code? 2. Is the act harmful to individuals? 3. Is there enough information available to ascertain whether the members company is involved?

The Grievance Mechanism would be particularly useful if a complainant had already used other judicial systems but could not get a response or if it was not dealt with sufficiently. The other place where the Association could play a role is when a complainant is not comfortable to go through established processes, where the Association could stand in the place of the person and complain on their behalf. The Secretariat would recommend that many cases are referred to other authorities.

The Association needs to be ready to respond appropriately to highly visible cases where the company in question is an ICoCA member. The Association would cooperate with any investigations and expect members to do so too. A response process needs to be drafted soon and will help lay the foundation for the Grievance Mechanisms.

3.5. Authority to maintain and administer the Code and to determine and define requirements
The board confirmed that the Association must remain independent and determine compliance with the code. This means that countries, for example, are not able to state that a company holding a national standard or licence therefore complies with the code.

4. **REVIEW OF BOARD MEMBERSHIP AND WORKING GROUPS**

4.1. Elections during the upcoming AGA.

The Board was reminded that the following seats were up for re-election in September 2015:
- Aly Sagne (CSO pillar)
- Bertile Roth/Sweden (Government pillar)
- Charles Tucker/USA (Government pillar)

Since Directors of the Board are permitted to sit on the Board for two terms, each of the above Directors could be re-elected to their seat in September. The Board further discussed the general understanding that, unlike for Industry and Civil Society pillars, government seats on the Board are associated with the government itself, not with the individual Board member. Accordingly, while governments were committed to continuity in representation, and thus to remaining a consistent Board presence in the form of individual Directors, the election for the two government seats to be open in September would be for a government itself (not for an individual person).

4.2. Simultaneous Interpretation

The Board discussed the cost and benefits of simultaneous interpretation at Board meetings.

The Board resolved that, for the present, simultaneous interpretation at Board meetings was not necessary but that the Board would revisit the issue if any Director felt it was necessary for him/her to be able to meaningfully participate in the meeting.

4.3. Working Groups

In light of the points raised in the Strategic Discussion, the Board discussed the current Working Groups in order to ensure all understood their respective roles and membership. In particular, the Board noted the following:

4.3.1 In General

There is a continuing need for terms of reference to be developed for each group, but the following general points should be common to all:
- The working group is delegated authority from the Board to address areas within the scope of it terms of reference;
- All working groups will be multi-stakeholder, with equal representation from each pillar;
- The working group can commission research, hold discussions and meetings, and present findings and plans to the Board, but ultimately the Board, as a whole, has responsibility for the development of each function and for those powers delegated to the Board by the Articles of Association. Unless the Board delegates decision making authority to a Committee by resolution, final decision making authority always vests in the whole Board or General Assembly (as described in the AoA);
- Designated working group members from each pillar are the "lead" for that pillar's involvement in the working group's activities, and are charged with the responsibility to liaise with their fellow Directors from their pillar as well as related members or stakeholders as necessary;
- The Secretariat will support the work of each of each working groups, but the members of the WG must ensure that they are timely reviewing documents, drafts, and notes of discussions and are prepared to provide input and feedback in a timely manner;
- It is essential that all pillars provide comments, input, and feedback in a timely manner, allowing sufficient time for others to review and consider that input prior to discussions on the topic;

- Board members that are not on a particular working group are free to be copied on and/or participate in a group's work and discussions, but need to follow the conversation as it develops.

4.3.2 Certification

Assuming a positive vote on the certification procedure in June, the current Certification Working Group will become a standing Certification Committee with the same members as present, and will be responsible for:
- formally publishing the Draft Recognition Statement for PSC.1
- reviewing and analyzing ISO 28007
- reviewing other standards (including ISO 18788, when it is published)
- providing feedback to the Secretariat regarding its internal organization to operationalize the Certification Procedures

4.3.3 Membership

The Membership Working Group will be dissolved. Generally, all Board Members will be invited to regular meetings over next 2 or 3 months to ensure thorough review of all outstanding and new applications, however the Board may designate a smaller group of Board members to meet to review Membership applications as needed, particularly as the application decision and turnaround time around needs to be regulated and minimized.

4.3.4 Article 12 (RMAP) Working Group

The Article 12 Working Group is expanded to six members, and will consist of Mark Knight, Meg Roggesnack, Rémy Friedmann, Alan Donohue, Mike Posner, and Chuck Tucker. The Executive Director will chair this WG. The WG is charged with presenting to the end June board meeting options on procedures and structures for moving forward with the development of Article 12 (subdivision of responsibilities within the WG, frequency of meetings, who should be consulted, invited to participate, how and when).

4.3.5 Grievance Working Group

The Grievance WG will proceed to collect information on existing grievance mechanisms. DCAF are available to do research to support function. The group may want to set ToRs for DCAF to frame the answering of a set of questions. The Executive Director will facilitate a call prior to the next Board Meeting, and Chris Sanderson will chair the Working Group.

5. REVIEW OF BOARD COMMITTEES

5.1. Composition and Membership

The Board reviewed the Committee composition which was proposed and agreed at the 1st Quarter Board meeting. The general terms of reference for committees are the same as described above for working groups. Board members also suggested standing times be set for

each committee to meet at least once a month at a set day and time. The chair of each committee will organize the dates and times, with the support of the secretariat**.**

5.2. Legal Committee

The Legal Committee need to look further at the privileges and immunities with Switzerland. This needs to be in place by the end of Transitional Membership period.

6. BOARD REVIEW AND VOTE ON MEMBERSHIP APPLICATIONS

6.1. The designated subcommittee of the Board met in Executive Session and reviewed and discussed 34 applications for membership.

6.2. *Acting through the designated subcommittee, the Board resolved that membership is granted to 13 companies on a transitional basis (as provided in Article 3.3.1 of the Articles of Association), and authorized the Secretariat to list those newly-added members on the ICoCA website.*

6.3. All companies approved will be provided with an explanation regarding the certification procedure, and will be informed that the transitional nature of membership requires that companies will need to be certified in accordance with the ICoCA Certification Procedure before the end of the grace period provided in Article 3.3.1 expires or their membership will expire.

6.4. *Acting through the designated subcommittee, the Board further directed the Secretariat to follow up with several of the remaining applicants as to whom additional information or demonstrated satisfaction of all Membership Requirements is requested, and resolved that once this information is satisfactorily provided the Secretariat is authorized to grant membership on a transitional basis to those companies without the need for the Board to review these applications again (unless the Secretariat believes further discussion with the Board is necessary).*

6.5. The secretariat noted that the most common issues with applications were to do with the provision of inadequate grievance policies. Subcommittee members suggested that a model grievance policy might be drafted to assist new companies to see what is required.

6.6. A number of special cases were also discussed, concerning applicant companies that do not appear to fall within the definition of PSCs contained in the Code. The subcommittee recommended that these companies be invited to be Observers.

6.7. Looking forward to the potential implementation of the Certification Procedure pending before the General Assembly, the subcommittee discussed the implementation of the Certification Procedure and the need for the Association to provide supplementary guidance for submitting of the additional information so that companies know exactly what needs to be provided.

6.8. The subcommittee also noted that additional discussion may be required regarding cases where a company might submit for consideration a collection of individual standards, none of which individually met the requirements of the code, but which collectively might do so. Subcommittee members noted that such a submission may present a particularly resource-challenge, and that perhaps. in this case. the company itself should be required to demonstrate,

via a competent analysis and assessment, why the grouping of standards which they proffered would collectively meet the requirements of the Code. The subcommittee resolved to refer the above issues to the Certification Committee for further consideration.

7. AGA PLANNING

7.1. Content of the AGA

The Board was asked to consider whether the AGA, currently planned for the period of October 8 and/or 9, should cover one or two days, and what the programming content should cover.

Directors noted that:
- The AGA agenda needs to include a report on what has been done and what is planned for the coming year.
- Financial statements and the external audit report should be shared with the membership, along with the 2015 and 2016 budgets (which should be approved by the Board, in accordance with the Articles of Association, prior to the AGA).
- Industry members will not be looking for an educational seminar, although more information regarding the certification procedure and how it will work in practice, along with further information on the development of Reporting, Monitoring, and Assessment of Performance functions will be useful.
- More communication is needed with the CSO pillar to increase the possibility of their attendance. Without funding, it should be expected that only local (i.e., Swiss) NGOs or other CSO organizations would be able to attend in person.
- It was unclear whether the availability of simultaneous interpretation during the AGA would enhance attendance by members who are no primarily English-speaking organizations.

Following discussion, the Board agreed (a) that one day would be adequate for the AGA, and that it should take place on 8 October, 2015 in Geneva, Switzerland, and (b) that members will be asked during the online registration process if they required simultaneous interpretation, and decision would be made on the basis of the feedback received.

7.2. 3rd Quarter Board Meeting

The Board confirmed that, as previously planned, it will meet both prior to and immediately following the AGA (i.e., on 7 and 9 October).

8. OTHER BUSINESS

8.1. Content of 2nd Quarter Board Meeting

Next board meeting agenda to include:
- Review of applications
- Session on certification
- Formal approval of 2015 and 2016 budget and staffing plan
- Annual report preparation for AGA
- Fundraising strategy

8.2. Registration and control of the use of ICoC and ICoCA logos

The Board discussed the need to control the use of the ICoCA and ICoC logos, and the mandate and authority to do so found in the Code and Articles of Association. The Board agreed that the Secretariat should proceed to register the old ICoC and current ICoCA logos as appropriate, in consultation with the Legal Committee.

The Board resolved that (a) that use of the old ICoC logo should be discontinued as "signatory company" status was no longer relevant nor formally recognized (except as a historical fact), (b) that use of the ICoCA logo should be permitted only for those members formally approved by the Board, and (c) that those companies engaged in unauthorized use of either logo will be requested to either become members or stop using the logo(s). If a company refuses to stop using it after such a request, the Secretariat is authorized to place the company's name on a published list of companies engaging in unauthorized use (to be made available via the ICoCA website), and to take such other action as is necessary to protect the integrity of the ICoCA, its membership, and the Code, in consultation with the Legal Committee.

8.3. 4th Quarter Board Meeting

The Board resolved that the 4th Quarter Board Meeting, scheduled for 8-9 December, would take place in Washington DC. Board members based in DC will help the Secretariat to find a free or low-cost venue.