ICoCA 2024-2030 STRATEGIC PLAN

DECEMBER, 2024

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Contents

About ICoCA

Established in 2013 and headquartered in Geneva, Switzerland, the Responsible Security Association (ICoCA) is the leading international organisation committed to improving human rights practices in the private security industry, delivering responsible, transparent and accountable private security practices worldwide.

As the oversight and governance mechanism of the 2010 International Code of Conduct for Private Security Service Providers ("the Code"—setting human rights best practice in private security), ICoCA ensures that private security providers respect international and national human rights and corporate sustainability standards, and, where relevant, international humanitarian law. ICoCA's work is grounded in the United Nations Guiding Principles on Business and Human Rights, International Humanitarian Law, the Montreux Document on pertinent international legal obligations and good practices for states related to operations of private military and security companies during armed conflict, and other pertinent national and international standards.

The primary purpose of ICoCA is to promote the respect for and compliance with these standards and principles by private security providers and, as appropriate, their clients, ensuring accountability and transparency in their operations. Through a comprehensive and robust framework of certification, monitoring and grievance processes, ICoCA seeks to enhance the professionalism of the private security sector, safeguarding human rights and protecting the dignity of all individuals affected by security services.

ICoCA's activities are aligned to many of the 2030 Sustainable Development Goals, particularly those related to peace, justice and strong institutions (Goal 16), as well as human rights and labour standards (Goals 5, 8 and 10). By promoting responsible conduct among private security providers, ICoCA contributes to the creation of a more stable and secure environment which is essential for the success of sustainable development efforts.

With its global and diverse membership and network of governments, civil society organisations, private security providers and their clients, ICoCA is a unique sector-specific organisation addressing human rights and, where relevant, international humanitarian law risks associated with sub-standard and poor private security practices. It focuses on mitigating risks in global supply chains and any environment where abuses and violations may occur.

Vision

A world where private security services providers uphold the highest standards of human rights and international humanitarian law, contributing to stability, safety and justice for all.

Mission Statement

To promote responsible, transparent and accountable private security practices worldwide that respect human rights, international humanitarian law and the rule of law, safeguarding communities through robust oversight, collaboration and capacity building.

Values

Act with Integrity
We uphold the highest professional standards, act with honesty and openness and ensure transparent and ethical behaviour.

Demonstrate Accountability
We take responsibility for actions and decisions, delivering on commitments and holding oneself and others accountable for maintaining trust and credibility.

Foster Cooperation
We promote teamwork, collaboration, trust and open communication to achieve shared goals and maximise collective impact.

Promote Inclusiveness
We value diversity, treat all individuals with dignity and respect, examine our biases and foster an inclusive environment that embraces diverse perspectives.

Drive Meaningful Change
We strive to create a positive impact, actively seeking improvement, learning from experiences and promoting innovative thinking to explore new ways of addressing problems and driving respect for human rights in private security.

Evolution and Footprint of ICoCA

ICOCA'S GROWTH FROM 2018-2024

ICoCA PSCs Membership growth, 2018-2024

■ Certified Members ■ Transitional Members ■ Affiliates

Year	Certified Members	Transitional Members	Affiliates
2018	16	73	
2019	24	74	
2020	33	55	9
2021	46	20	32
2022	54	18	39
2023	59	17	60
2024	66	19	73

Number of PSCs
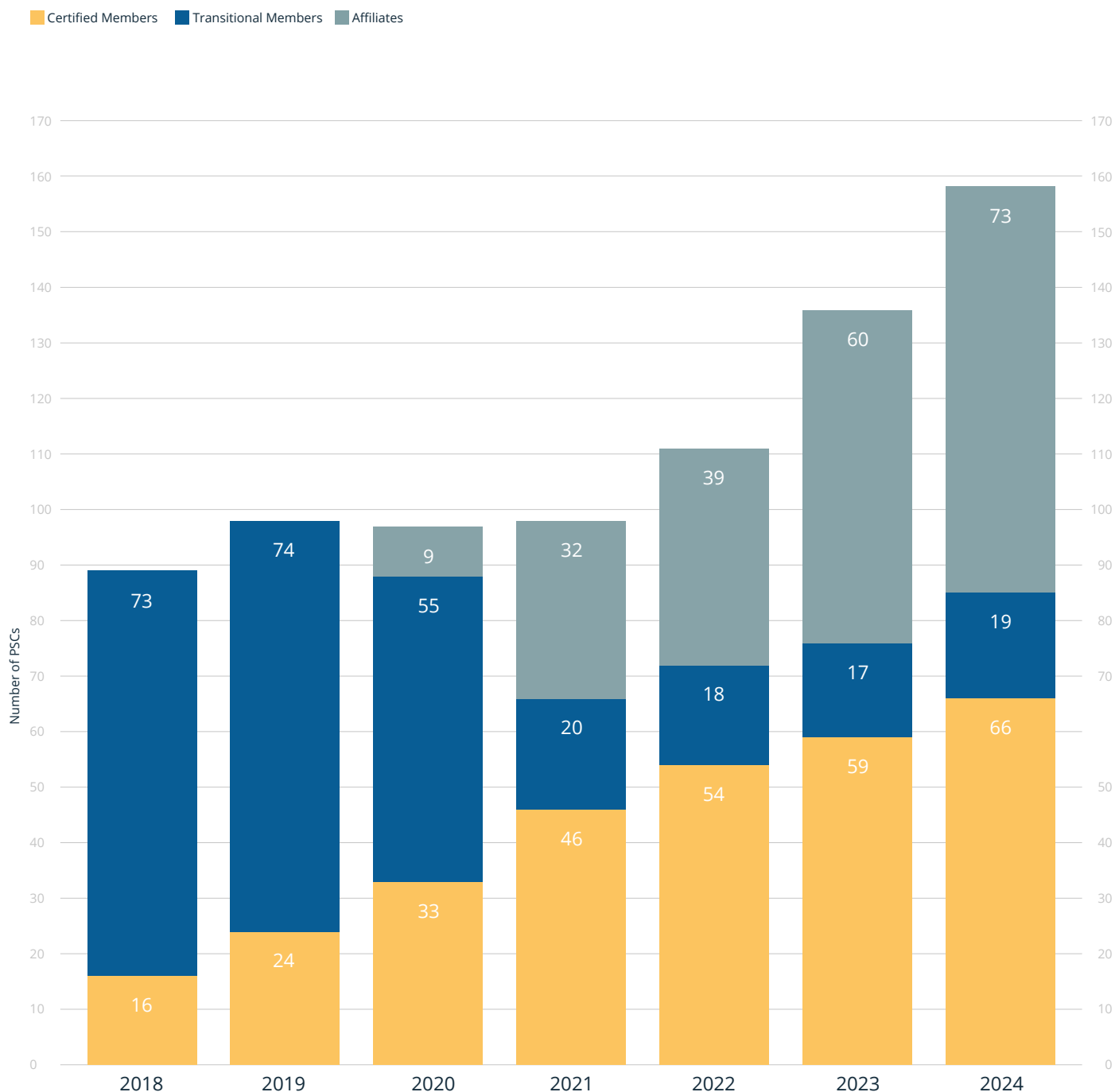
ICoCA PSC Members & Affiliates by HQ location, 2018-2024

ICoCA CSO Members by HQ location, 2018-2024
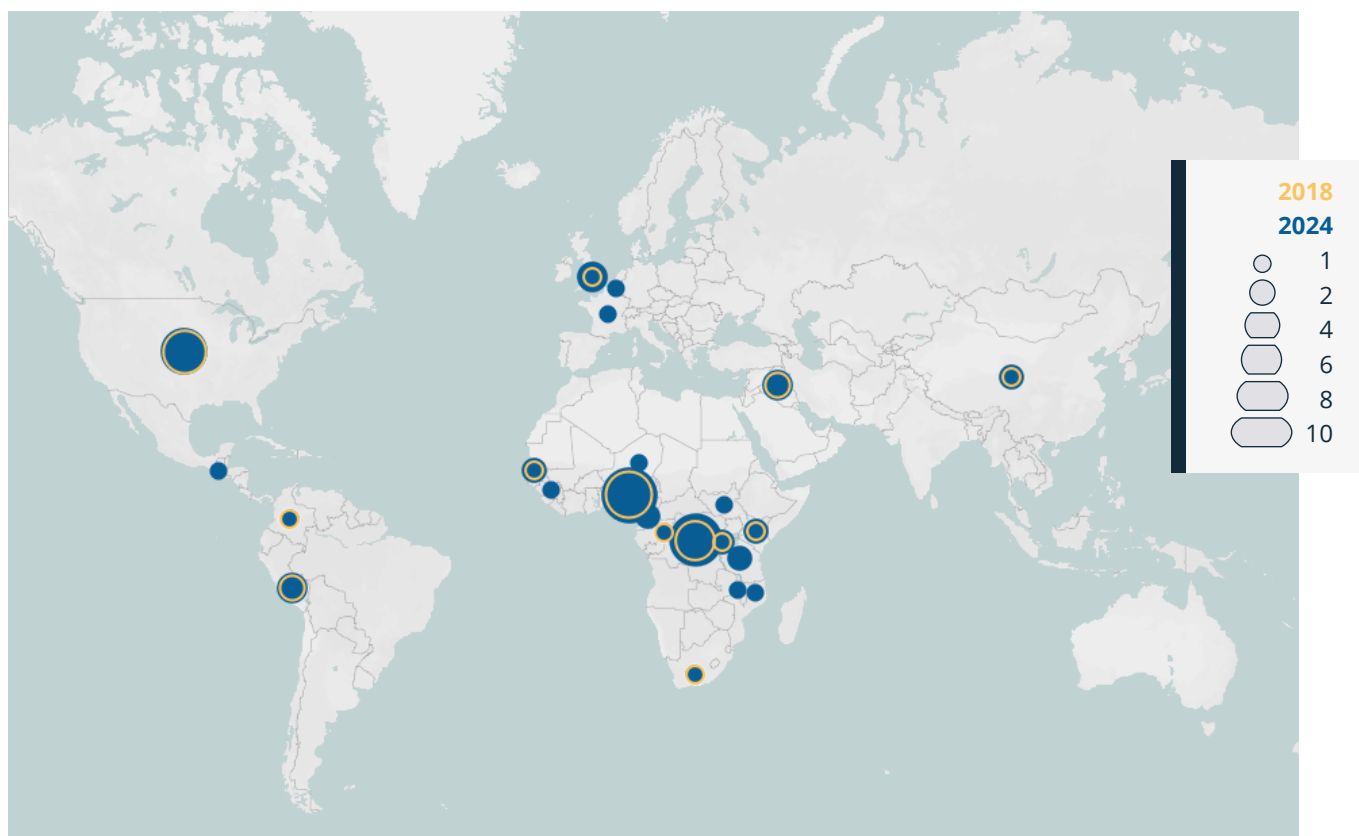
ICOCA'S FOOTPRINT IN 2024

ICoCA Observers by type

Certification body (2)

Insurance and legal (4)

Other business entity (2)

Client (13)

Consulting (23)

Academic (14)

Non-profit (14)
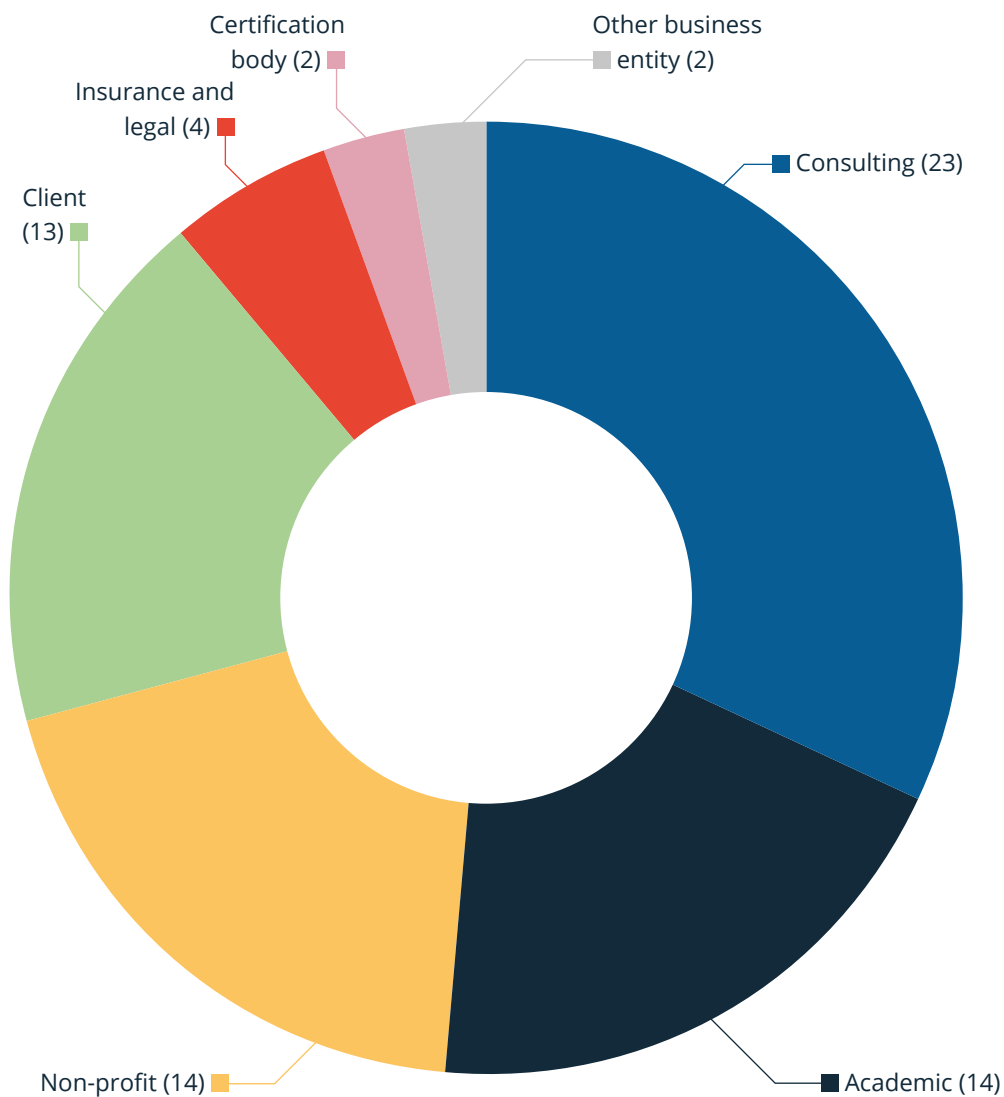
ICoCA PSPs by operational location (land and maritime)

Operational PSCs

- 1
- 10
- 20
- 30
- 36

Environment

- Land
- Maritime
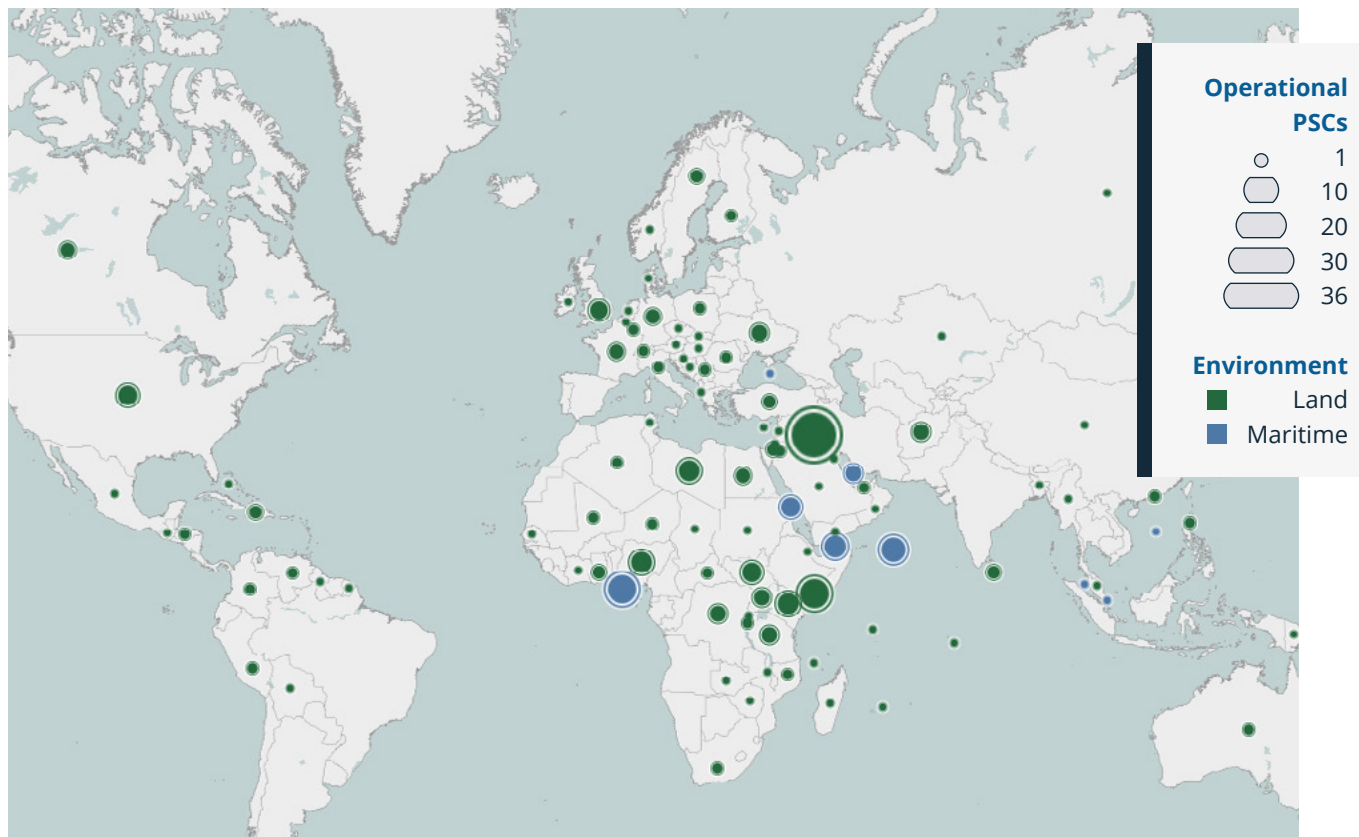
Countries visited since 2016
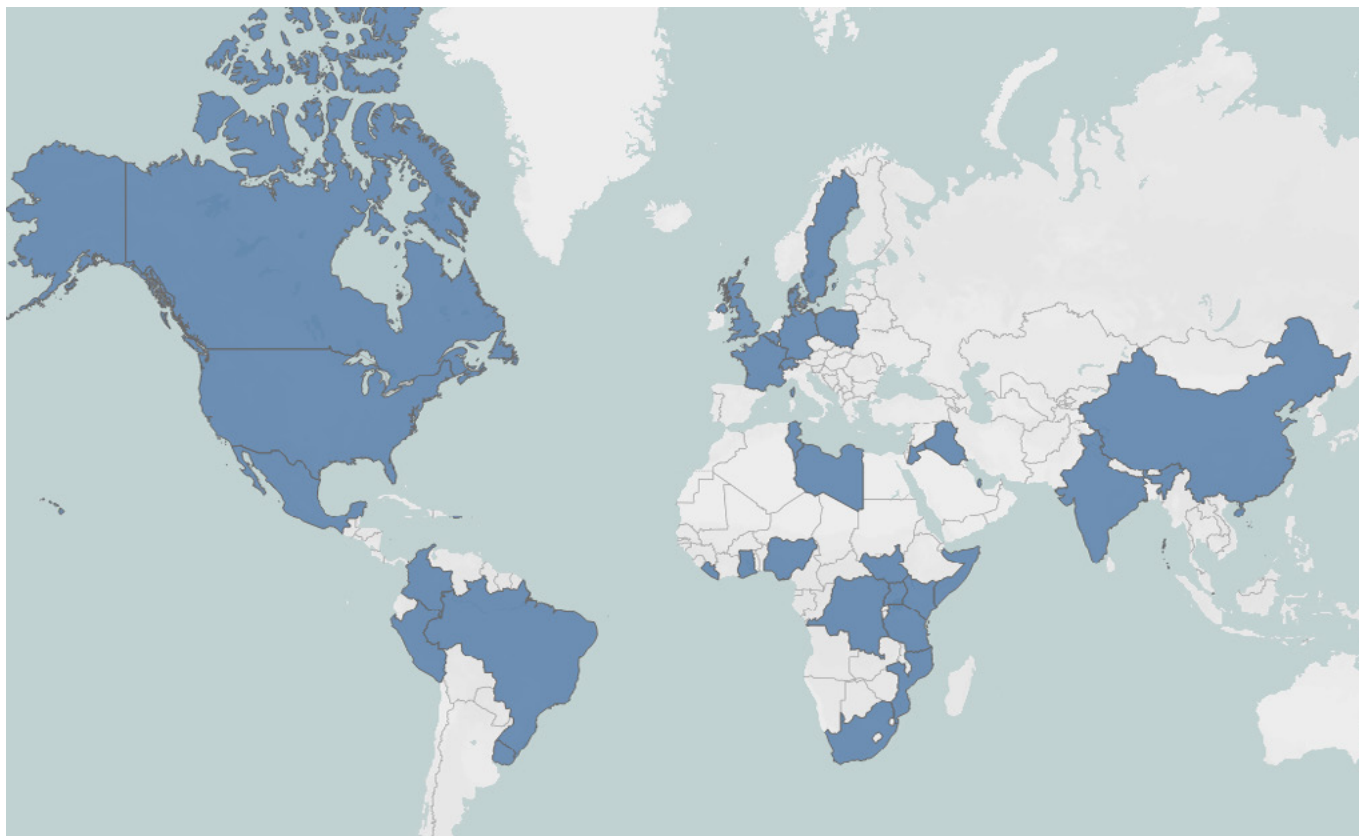
Strategic Orientation 2024-2030

The Responsible Security Association (ICoCA) is dedicated to upholding and advancing international standards on human rights and international humanitarian law within the private security sector. Our Strategic Plan for 2024-2030 is designed to ensure that ICoCA is recognised as the leading international platform for setting standards, preventing human rights abuses and international humanitarian law violations by private security providers and providing a quality assurance model in the private security sector, for security providers and their clients alike. Through its research and policy work it will provide thought leadership on issues related to responsible security.

Context-Specific Approaches and Local Solutions to Raising Security Standards

In today's globalised economy, companies and private security providers are under heightened scrutiny regarding their human rights practices, particularly in high-risk contexts with weak governance and fragile rule of law. The obligation to respect human rights is universal for all corporate entities and actors, no matter where they operate. However, the diverse and complex local contexts necessitate customised approaches to human rights due diligence and risk management.

Corporate activities, particularly in sectors such as metal and mineral extraction, agriculture and manufacturing, often involve intricate global supply chains (chains of activities) that include private security providers at multiple levels. These security providers are the frontline actors in protecting assets, property and personnel, making them the first point of interaction with local communities. Their role in volatile and complex environments is critical, yet it also presents significant risks. Without rigorous monitoring, adequate training and human rights due diligence, there is an increased likelihood of abuses, exacerbated by failures to fully integrate local context dynamics, security practices, culture and regulatory frameworks into operational and risk management decisions.

Robust human rights due diligence must account for these local factors, ensuring that security providers operate in ways that respect human rights and mitigate risks. This necessitates not just an understanding of international standards, such as those enshrined in the International Code of Conduct for Private Security Service Providers, but also a deep, context-specific understanding of local dynamics. The effectiveness of human rights due diligence is significantly enhanced when it is grounded in local realities, incorporating verifiable data and insights from the ground. In conflict-affected, challenging contexts where security providers are often needed, due diligence should be heightened and informed by a conflict analysis.

By focusing on context-specific approaches, ICoCA acknowledges that a one-size-fits-all strategy is inadequate in dealing with the diverse challenges faced by private security providers and their corporate clients worldwide.

Mapping and monitoring the human rights impacts of security providers cannot be confined to a remote, top-down exercise conducted at corporate headquarters. It requires close, continuous engagement with local stakeholders, including communities, private security providers and regulatory bodies. This local engagement is crucial for identifying where the risks of human rights abuses are most severe and for developing tailored responses that address those risks effectively.

ICoCA, with its sector-specific expertise and multi-stakeholder approach, is uniquely positioned to assist business enterprises and private security providers in this endeavour. Through its oversight, monitoring and field visits, ICoCA provides actionable insights and recommendations that are sensitive to local contexts. These efforts contribute to raising security standards on the ground and ensure that human rights due diligence processes are not only theoretically sound but practically effective.

Furthermore, in settings where the rule of law and governance are weak, ICoCA's role becomes even more vital. Implementing internationally recognised human rights standards locally is especially challenging in these areas, yet it is also where such efforts are most crucial. By collaborating closely with local security providers and affected communities, ICoCA can facilitate the adaptation of the International Code of Conduct to address the unique challenges of each location, ensuring that human rights are always respected, even in the most difficult circumstance.

Securing Fair Employment Standards in the Private Security Sector

Ensuring positive working conditions for private security personnel is essential for the successful and effective implementation of the International Code of Conduct. Research by ICoCA has shown that these conditions are key determinants not only for upholding human rights within the industry but also for preventing abuses by security personnel.

The private security industry, employing approximately 30 million guards worldwide, stands as one of the largest employment sectors in many countries, often outnumbering police officers and law enforcement personnel. Despite generating an estimated USD $350 billion annually, this labour-intensive sector faces significant challenges, including widespread non-compliance with international labour standards. Private security workers frequently endure poor and exploitative conditions, such as low wages, long working hours and exposure to physical and psychological hazards. These issues are especially severe in complex environments where basic labour rights are often neglected.

Exploitative practices are prevalent, particularly affecting labour migrants who suffer significant harm due to recruitment fees, debt bondage and substandard working conditions. In many contexts and across global supply chains, such exploitation can equate to human trafficking and modern slavery. Furthermore, women and underrepresented groups continue to face substantial barriers and discrimination in this male-dominated industry. The potential contributions of these groups remain largely untapped, further perpetuating inequities.

ICoCA's research highlights a clear connection between inadequate training on human rights standards, poor working conditions and the behaviour of private security personnel. When security personnel are mistreated, it adversely affects their ability to uphold and respect laws and human rights, thereby compromising the overall quality of security services. This underscores the urgent need for ICoCA to advocate for improved and better labour conditions within the industry.

Clients and investors play a significant role in influencing and shaping the working conditions of private security personnel. The constant drive for the lowest prices by clients compels private security providers to cut corners, resulting in declining standards to stay competitive.

Key stakeholders, including NGOs, CSOs, unions and industry associations, can influence working conditions by advocating for the rights of security personnel and highlighting the impact of these conditions on broader security outcomes. Research has shown that unions and collective bargaining have significantly improved working conditions within the industry. Governments also play a critical role as both regulators and major procurers of private security services. By setting and enforcing minimum labour standards, governments can lead by example and drive improvements across the sector. Furthermore, initiatives like the United Nations' Women, Peace and Security Agenda need to be adapted to the specific dynamics of private security companies.

ICoCA is uniquely positioned to engage all relevant stakeholders—ranging from security guards to investors—in promoting respect for the human rights of security personnel and preventing abuses that arise from poor working conditions.

Improving labour conditions of private security personnel is just one facet of the comprehensive transformation that ICoCA can spearhead within the private security sector. By embracing a holistic strategy that includes diversity, training and skill development, ICoCA can ensure the delivery of responsible security services that uphold both human rights in their security operations and the labour rights of their employees.

Responsible Security Practices in Achieving the Just Transition

"Just Transition" refers to the shift towards a 'greener economy in a manner that is fair and inclusive, creating decent work opportunities and leaving no one behind'. While the transition to renewable energy holds immense promise for combating climate change, it must be conducted with careful consideration for human rights.

Transitioning to a low-carbon economy will require substantial investment in the extractive, commodities, infrastructure and renewable energy sectors. Many of the resources needed to green the economy are to be found in complex and fragile environments where local and indigenous communities reside. Projects required to extract these resources, whether mining for critical and strategic minerals[1] or building hydro-dams or solar parks, can therefore lead to conflicts over land and resources, displacing local communities and exacerbating social tensions. Private security providers contracted to protect such projects are thus critically positioned at the interface between companies and local and indigenous communities.

The use of private security raises crucial questions about human rights protection, community engagement and environmental stewardship. The involvement of private security providers can be contentious, especially if they lack accountability or fail to uphold human rights standards.

Addressing these issues requires proactive and collaborative approaches, involving the local communities, the security providers and all key stakeholders in the value chains, including clients, commodity traders, investors and consumers. As the demand for private security grows in renewable energy and associated projects, ensuring responsible business practices becomes critical, for the Just Transition.

Properly vetted, trained, compensated and respected security personnel play a crucial role in fostering peace, development and security. To achieve this, ICoCA will focus on the following areas:

Respect for Human Rights: Ensuring that security providers uphold human rights and prevent abuses such as forced evictions and violence.

Community Engagement: Employing security personnel from local communities to build trust and reduce conflicts.

Sustainable Development: Promoting responsible security practices that support the sustainability and ethical standards of extractive and renewable energy projects.

Economic Stability: Creating decent job opportunities in the private security sector to boost economic development and social stability.

ICoCA's emphasis on 'Just Transition' will spotlight the essential role of responsible security provision and the dangers of overlooking this crucial sector. By advocating and supporting responsible security practices, ICoCA seeks to ensure that the shift to a low-carbon economy is fair and equitable for all stakeholders.

This strategy highlights the importance of embedding responsible security practices within the broader 'Just Transition' framework, safeguarding human rights and fostering a more sustainable and just future.

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1. As highlighted by the Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development (IGF), countries assign different characteristics to the terms 'strategic' and 'critical.' In this report, we use the term 'critical' to refer to both 'critical' and 'strategic' minerals. Although gold is not central to the global energy transition, it is considered a strategic mineral for many developing countries and is therefore included in this plan.

Private Security and New Technologies

The private security industry is experiencing a significant transformation due to the integration of new technologies which complements traditional security services. These technological advancements are set to enhance the capabilities of tech-enabled private security providers, introducing innovative security services and reshaping the security market landscape. By incorporating new technologies, security providers can improve detection and prevention, enhance response times and increase overall efficiency in mitigating risks for their clients.

Private security providers are increasingly leveraging Information and Communication Technologies (ICTs), which include a wide range of tools and services for electronically capturing, transmitting and analysing information. The adoption of ICTs allows private security providers to offer new and improved services, such as enhanced digital intelligence, tracking individuals using open-source data and utilising Artificial Intelligence (AI) for predictive monitoring. Technologies such as drones, advanced sensors and AI are revolutionising traditional security services. Many private security providers may shift their focus towards cybersecurity solutions as a primary growth area, while tech companies specialising in intelligence and surveillance might enter the private security sector.

The deployment of these technologies presents clear opportunities for the private security industry to evolve, with new players entering the market and a variety of additional tech-based solutions being offered to clients. However, without proper oversight, appropriate standards and clear regulatory frameworks, the benefits of new technologies could be overshadowed by human rights concerns and unethical practices, impacting local communities, citizens and security personnel.

The integration of ICTs in private security and the collaboration between private security providers, technology companies and governments in electronic surveillance can pose risks to human rights, particularly privacy. For instance, the collection and processing of biometric data for border security could lead to serious violations of the rights of asylum seekers and migrants. The use of ICTs is especially prevalent in complex and conflict-affected areas, where oversight and regulation are often weak. AI Decision Support Systems (AI-DSS) and other technologies enhance strategic capabilities but also amplify risks associated with biased or inaccurate information influencing critical decisions and reinforcing discrimination.

To address these potential human rights risks associated with the transformation of the private security sector through the use and leveraging of new technologies, ICoCA will adopt a comprehensive approach including:

Introducing and strengthening standards on the use of certain technologies by private security providers, drawing on the toolkit on the responsible use of technology in private security developed with ICT4Peace.

Improving monitoring capacities for compliance with ICT usage standards by private security providers.

The co-creation of a governance model that brings together relevant stakeholders to ensure respect of human rights by security providers in the use of new technologies.

Establishing cross-sectoral dialogue involving cybersecurity and technology experts, civil society organisations and private security providers.

ICoCA aims to effectively navigate the technological transformation of the private security industry, ensuring that human rights are upheld and ethical standards are maintained. In line with its mission, ICoCA will proactively develop and advocate for standards on the responsible use of technologies in private security.

Enhancing Accountability for Human Rights Abuses and International Humanitarian Law Violations in Private Security

In an increasingly interconnected global economy, corporate activities in high-risk sectors—such as mining, agriculture, forestry, food production and finance—can have profound and often detrimental impacts across multiple countries.

To safeguard their operations, corporate actors often depend on private security providers, whether contracted or in-house. Unfortunately, the growth of this sector has been linked to a rise in human rights abuses, particularly in high-risk and complex environments with weak legal frameworks and poor governance mechanisms.

When operating in these high-risk environments, companies must undertake heightened human rights due diligence, as mandated by international frameworks like the UN Guiding Principles on Business and Human Rights (UNGPs) and the 2024 EU Directive on Corporate Sustainability Due Diligence (CSDDD). Under the UNGPs, corporations are expected to prevent and mitigate human rights abuses and establish remediation mechanisms for any negative impacts they have caused or contributed to.

Sections 66 and 67 of the International Code of Conduct for Private Security Service Providers highlight the necessity and importance of establishing effective grievance procedures and ensuring access to remedies for victims of abuses. However, very few cases of corporate complicity in crimes committed by private security providers have been successfully prosecuted, leaving most victims without justice or access to appropriate remedies.

There is an urgent need for increased transparency, monitoring and oversight in private security operations and to strengthen accountability mechanisms for human rights abuses and violations of international humanitarian law. Strengthening grievance procedures and ensuring equitable access to remedies are essential parts of this strategy. By adhering to these principles and by raising standards in the security industry and global supply chains, ICoCA is dedicated to promoting accountability in the private security sector.

This commitment will help create a more just and secure global environment, where corporate activities do not infringe on human rights and victims of abuses can seek and obtain justice. To build this positive cycle, ICoCA's accountability efforts span bureaucratic, legal, professional and political domains, aiming to enhance legitimacy, trust, transparency, redress and non-recurrence. These efforts include:

Implementing robust internal governance structures by ICoCA Member and Affiliate companies to ensure adherence to the International Code of Conduct and organisational policies.

Upholding legal standards and compliance with international law through comprehensive monitoring of private security provider and enforcement mechanisms.

Promoting ethical conduct and professional standards among private security providers through training, certification and peer review.

EU Corporate Sustainable Due Diligence Directive (CSDDD)

Annex 1:

1. *"The abuse of [the right to life] includes [...] private or public security guards...".*

2. *"The prohibition of torture, cruel, inhuman or degrading treatment [...] includes [...] private or public security guards...".*

6. Outlines working conditions that companies must adhere to, including fair and adequate wages, decent living standards, safe and healthy working conditions and reasonable limitations on working hours.

Article 42: In conflict-affected and high-risk areas, [...] human rights abuses are more likely to occur and to be severe.

Role of Multi-Stakeholder Initiatives (MSIs): Emphasis on importance of MSIs in ensuring effective implementation and compliance with its requirements.

Strategic
Goals
2024-2030

Goal 1: ICoCA promotes the global adoption of higher industry standards by establishing a strong in-country presence and enhancing human rights due diligence across various regions.

Outputs

Capacity-building programmes: Implement both off-the shelf and tailored initiatives, including comprehensive training and on-site consultations with customised feedback, to equip Members and Affiliates with the requisite tools and knowledge to effectively uphold their commitments under the International Code of Conduct and improve local standards.

Multi-stakeholder collaboration: Facilitate the creation of locally relevant due diligence programmes through regular, multi-stakeholder consultations involving Members, Affiliates, Observers, clients and regulators. This collaboration aims to identify shared challenges and set new benchmarks to meet regulatory requirements in an increasing number of jurisdictions, including the EU (e.g., CSDDD).

ICoCA Regional Hubs: Establish regional hubs in at least three strategically important areas. These hubs, supported by local networks, in-country working groups and strategic partnerships, will provide on-the-ground, contextually adapted guidance and responses to Members and Affiliates, ensuring more effective implementation of the International Code of Conduct.

Outcomes

Strengthened practices and adherence to responsible security standards: Through comprehensive capacity-building and collaborative efforts, ICoCA aims to significantly enhance the adoption and implementation of responsible security standards among its Members and Affiliates.

Enhanced local engagement and context-specific human rights due diligence: By expanding its physical presence and fostering local partnerships, ICoCA will greatly improve its engagement with regional stakeholders, resulting in more effective and contextually relevant due diligence practices within the private security sector.

Global best practice and knowledge sharing: Strengthened regional hubs and multi-stakeholder collaborations will establish robust platforms for sharing best practices, thereby elevating the standards of responsible security worldwide.

Impact

More effective and contextually relevant due diligence practices to ensure a well-regulated private security sector that respects human rights and positively contributes to economic development, in accordance with international human rights standards, corporate sustainability guidelines and the UN Guiding Principles.

Goal 2: ICoCA drives positive change for workers in the security industry by raising awareness and engaging with all relevant stakeholders on fair employment standards, labour rights and non-discrimination.

Outputs

Research & policy: Document and monitor the working conditions of security personnel in specific countries, contexts or industries and assess their impact on responsible security provision. Use this data to formulate evidence-based recommendations, guidance and trainings for regulatory authorities, security providers and their clients.

Advocacy: Conduct public advocacy campaigns targeting civil society, companies, clients and regulators to raise awareness about fair employment standards, labour rights, non-discrimination in the private security industry and the Women, Peace and Security (WPS) agenda.

Stakeholder engagement: Collaborate with key stakeholders, including clients, governments, labour unions and gender advocacy groups, to promote decent labour conditions, fair wages, non-discrimination and equal opportunities for security workers.

Outcomes

Improved labour conditions, fair employment practices and non-discriminatory policies for all security personnel.

- Implementation of non-discrimination policies by private security providers, ensuring equal opportunities and fair treatment for all employees.

- Increased support and career advancement opportunities for women in the security sector.

Increased awareness and advocacy for workers' rights, gender equality and the WPS agenda within the industry.

- Broader industry recognition of the importance of gender equality and the inclusion of women's perspectives in security practices.

- Strengthened advocacy efforts promoting the integration of the WPS agenda into private security operations.

Impact

A private security sector that upholds labour rights, ensuring safe, fair and ethical working conditions for all security personnel, while fostering non-discrimination and gender equality.

- **Improved reputation and operational efficiency** of private security providers through the adoption of equitable and inclusive employment practices.
- **Creation of an inclusive and diverse workforce** within the private security industry, demonstrating a commitment to gender equality and the WPS agenda.
- **Increased adherence to international standards** by a well-treated and skilled workforce.

Goal 3: Ensure that the responsible security practices promoted by ICoCA are recognised as essential for achieving the Just Transition.

Outputs

Guidelines and best practices: Develop and disseminate comprehensive guidelines and actionable best practices, illustrated with real-world case studies, to support responsible security operations aligned with the Just Transition goals.

Strategic positioning in critical minerals supply chain: Establish ICoCA as a leading authority on security and human rights within the critical minerals supply chain. This involves active engagement with key stakeholders, including governments, corporations, international organisations and NGOs working on the Just Transition. Participate in high-level forums, conferences and working groups to advocate for integration of ICoCA standards into global Just Transition frameworks.

Industry standards development: Play a key role in developing relevant industry standards, such as the Initiative for Responsible Mining Assurance (IRMA) and the Consolidated Mining Standards Initiative (CMSI), to systematically integrate ICoCA references and requirements.

Certification and recognition programme: Launch a site-specific certification and recognition programme for extractive companies that demonstrate full compliance with ICoCA standards. Establish a robust impact monitoring and reporting framework to assess the adoption of responsible security practices at critical minerals extraction sites.

Outcomes

Increased recognition of responsible security practices: ICoCA's guidelines and advocacy efforts have led to widespread acknowledgement among industry leaders, policymakers and civil society that responsible security practices are essential to achieving a Just Transition.

Strengthened engagement and partnerships: Stronger and more sustained engagement is underway with governments, international organisations and NGOs regarding responsible security practices in critical minerals supply chains, highlighting their importance in the Just Transition.

Systematic integration of ICoCA standards: ICoCA standards and requirements are systematically embedded into industry practices and regulations.

Increased adoption of certified providers: The certification and recognition programme has resulted in a higher adoption rate of ICoCA-certified private security providers within critical minerals and renewable energy supply chains.

Impact

Mining and other energy transition industries, along with their supply chains, engage responsible private security providers that adhere to ICoCA standards. This practice directly supports sustainable, equitable, peaceful and just transitions, promoting a more responsible and human rights-focused global economy.

Goal 4: Establish standards for respecting human rights and using new technologies by private security providers, integrating these into the International Code of Conduct.

Outputs

Research and monitoring: Enhance ICoCA's ability to foresee, monitor and mitigate future human rights risks posed by emerging technologies used by private security providers. Form partnerships with industry experts and research institutes.

Ethical technology integration guidelines: Create detailed policies and guidelines on the ethical use of technology by private security providers. These guidelines will feature case studies, risk assessments and best practices to ensure they align with human rights principles.

Advocacy: Initiate a global advocacy campaign to promote the adoption of these standards at international forums, industry conferences, within the private security sector and among tech companies providing security services. This campaign will include white papers and strategic partnerships to encourage widespread acceptance.

Outcomes

Adoption of robust standards: ICoCA's standards are widely embraced by its Members and Affiliates, leading to broader industry acceptance and ensuring the responsible and ethical use of new technologies in the private security sector.

Strengthened global influence of ICoCA standards: Through its advocacy efforts and engagement, ICoCA emerges as a leading voice in shaping international norms for the ethical use of technology in the private security sector, positioning ICoCA as a key player in global security discussions influencing industry practices and international regulations.

Enhanced collaboration with technology companies: Increased collaboration between private security providers and technology companies leads to the co-development of technology solutions incorporates human rights considerations from the outset.

Impact

A private security industry that employs new technologies in a manner that enhances its contribution to global security and stability while respecting human rights and ethical standards, including the right to privacy.

Goal 5: ICoCA strengthens accountability mechanisms for human rights abuses and international humanitarian law violations by enhancing transparency, monitoring and oversight of private security.

Outputs

Performance tracking and impact reporting: Increase transparency by monitoring the performance of private security providers and publishing annual impact reports. These reports will detail compliance levels, highlight best practices and identify areas for improvement through regular on-site visits and tailored feedback processes.

CSO capacity building: Strengthen the monitoring and documentation capabilities of Civil Society Organisations (CSOs) through specialised training, access to monitoring tools and the development of joint reporting protocols. This will enable CSOs to effectively track, document and report human rights abuses and violations of international humanitarian law.

Enhanced ICoCA complaints mechanism: Align ICoCA's complaints mechanism with the UNGPs' protect, respect and remedy pillars as applicable to the private security sector. Implement preventive measures to minimise the recurrence of harm and abuses, providing clear pathways for survivors to seek redress.

Resource mobilisation and partnership development: Mobilise resources and create partnerships with private sector stakeholders to integrate responsible security practices into corporate global supply chains.

Performance dashboard: Develop an online dashboard that provides updates on performance, Code compliance status and allegations of abuse or violations by private security providers. This dashboard would include non-ICoCA companies and incorporate a complaints reporting function.

Outcomes

Increased transparency and accountability: Regular impact reports and improved CSO capabilities significantly boost transparency in the private security sector. This makes it easier to hold providers accountable for their actions, ensuring that human rights abuses and violations are documented and addressed

Strengthened prevention and response mechanisms: Better compliance tracking and complaints mechanisms lead to more effective reporting and handling of human rights abuses. This reduces incidents over time and ensures those responsible are held accountable.

Integration of responsible security practices: The integration of responsible security practices into corporate global supply chains becomes more widespread. This in turn leads to measurable improvements in the ethical standards of private security operations.

Increased public awareness and pressure: The public accountability dashboard raises awareness and scrutiny of private security provider practices. Stakeholders use this information to make more informed procurement decisions and exert pressure on providers to operate responsibly.

Impact

Enhanced transparency, accountability and supervision of private security providers within global supply chains.

Monitoring and Evaluation

To ensure accountability and transparency, ICoCA will implement a comprehensive and robust framework to track the effectiveness of our strategic plan. This will be achieved by:

1. Developing Milestones and Performance Indicators:

- Develop milestones and key performance indicators (KPIs) for each objective and initiative.
- Regularly track and report on progress against these milestones and KPIs.

2. Establishing Feedback Mechanisms:

- Establish channels for stakeholders to provide feedback on our activities and initiatives.
- Use this feedback to make continuous improvements and adjustments.

3. Conducting Impact Assessments:

- Conduct periodic impact assessments to evaluate the long-term effects of our work on the private security industry and human rights.
- Publish these assessments to demonstrate accountability and transparency.

The Responsible Security Association

ICoCA