

MINUTES OF THE CHS ALLIANCE INTERIM BOARD, 27-28 September 2016

CHS ALLIANCE SECRETARIAT GENEVA

PRESENT:

John Beverley (JB), Joan Coyle (JC), Anabel Cruz (AC), Takeshi Komino (TK), Robert Tickner (RT, Chair), Willem van Eekelen (WvE), Nick Guttman (NG), Thea Hilhorst (TH), Mudasser Siddiqui (MS), Jacquie Heany (JH), Jeff Wright (JW), Bijay Kumar (BK), Loretta Hieber-Girardet (LHG)

GUESTS:

Karen Glisson (KG) (item 12 only), David Loquercio (DL) (item 7 only), Esther Hamilton (EH) (item 9 only), all staff members (strategy discussion only)

IN ATTENDANCE:

Judith Greenwood (JG), Victoria Gronwald (VG) (minutes)

APOLOGIES:

Diane Willis (DW), Véronique de Geoffroy (VdG), Camilla Knox-Peebles (CKP), Loretta Hieber-Girardet (LHG) for 27 September

ACTION

1. APOLOGIES, WELCOME AND DECLARATIONS OF INTEREST

RT welcomed everyone to the meeting. Apologies were duly **noted**. The agenda was **accepted**.

JB had a declaration of interest: He is still trustee and treasurer of People In Aid. This was **noted** by the Board.

2. MINUTES OF THE LAST BOARD MEETING HELD ON 21 JULY 2016

The minutes of the last Interim Board meeting on 21 July 2016 were **adopted** subject to the following amendments:

- Item 4.1. (p. 5): Add “The Board approved the three areas of investment, with the understanding that the budget will be established as part of the 2017 budgeting process.”

ACTION: VG to amend the minutes.

VG

3. MATTERS ARISING NOT APPEARING ELSEWHERE ON THE AGENDA

3.1. ACTIONS ARISING DOCUMENT

WvE mentioned a discrepancy between the membership of HAP and PIA and that more than 70 members are missing if we look at the numbers. This discrepancy is explained by the fact that 3 Federations are representing 56 member organisations and have only received 3 invoices. Also, there are 19 free members, who have been given an arrangement of free membership for two years.

The Board **noted** the document on actions arising from meetings.

3.2. RELATIONSHIP BETWEEN HQAI AND THE CHS ALLIANCE

JG explained that when the CHS Alliance (CHSA) came into being it was agreed that it would not be the one to promote AND verify the standard. That is why HQAI came into being, as a service provider currently focused on the CHS. It is a completely different organisation with separate governance. JG sits on the Board of HQAI.

BK asked whether there is any discussion on reducing the costs of the certification process. Could the service be accessible to organisations that do not have the resources? JG mentioned that there is a fund of 100'000 Euro from the German government. They have a separate management from HQAI, and the German government, one other person and Pierre assess applications for the fund. Funded organisations would have to cover 5 to 10% of the costs themselves.

NG expressed concern about the fees, which according to him are too expensive for some organisations.

4. UPDATE FROM THE EXECUTIVE DIRECTOR (ED)

4.1. REPORT FROM THE ED

JG presented an organisational structure of the CHS Alliance (see annex 1) detailing the services – Policy, Advocacy and Learning, Membership Services, and HR and People Management and the support services, Communication, Finance and Administration and Fundraising.

JG reported that the new position for People management and HR thematic lead has just been opened. The current Senior Communications Officer SOS is leaving the Alliance and will be replaced by someone based in Geneva. GC will be moving to the position of Senior Quality and Accountability Officer and work together with DL and a new staff member who will take the position of MD who also leaves the Alliance. SJ will start in November as part-time Finance Officer, compensating for FW's role who has left the Alliance recently.

The CHS Steering Committee consists so far of Shama Mall from Community World Service Asia and Lise Baudot from the IFRC. WvE asked about the timeline as the first meeting should have taken place in the first half of 2016. JG answered that the UN person is still missing in the Committee and once he/she is found the first meeting will take place.

RT highlighted a few achievements mentioned in the ED's report: The final version of the WHS report to the UN General Assembly contains the CHS. The OECD has put out a tender on measuring how the CHS can be used to measure the implementation of the Grand Bargain. The Alliance will not bid, as there is still a lot of work on the self-assessment, and the Alliance would have preferred the tender to look at all nine commitments instead of only commitments 1-4.

ACTION: JG explained that the Alliance had offered to be available for questions for this project and said that she would follow up to see whether we can be invited on a Board or Committee. **JG**

The Australian government is introducing the CHS into its new partnership agreements, which means that every time the government provides funding, the implementation of the CHS is a requirement. WvE highlighted that it was discussed before to never encourage donors to make the CHS a requirement and that the Alliance officially has no opinion on this. This is important as otherwise members could become suspicious. JH also highlighted that if it is a donor requirement this could create inequity towards the smaller members who struggle with taking up

the standard. The role of the Alliance should be to encourage as many organisations as possible to join. The Standard had been designed in a way that also small organisations can adopt it, but it would be problematic if certification instead of adoption became the norm. RT underlined that it had not been the Alliance pushing for it and that the level of prescription of what organisations can do with government funding is normal for an Australian context.

The Board **noted** the report of the ED and thanked her for it.

4.2. KEY PERFORMANCE INDICATORS

The finances are in a solid position.

The point of worry for JB is the PIA bank account. Until October 10th 2016, two grants have to be signed over to the Alliance. After that, nobody will be able to report on them anymore for PIA.

Members remain engaged, proof of which are the numerous nominations for the Board elections, which shows a strong interest. One organisation has spontaneously submitted a nomination but they did not pay in 2014 and 2015, their nomination probably has to be removed.

The CHS is accepted and in use. It was mentioned in the SG report of the WHS.

The verification scheme requires careful and tactful discussions with HQAI. Last October in-depth discussions have taken place.

The Board **noted** the paper.

4.3. RISK REGISTER

JG commented on risk 5 that there is no longer staff working who is attached to the PIA bank account. For the transfer of grants to happen, a deed of assignment signed by PIA and the CHS Alliance is needed. The PIA lawyer has drawn up a draft, which JG transferred to Nick Gallagher to sign.

→ **ACTION:** JB offered to help following up on this, to ensure the timely signature of Nick Gallagher. **JB**

WvE remarked that once the new strategy is adopted the risk register needs to be updated as well.

The Board **noted** the paper and JG's specific comment on risk 5.

5. FINANCE, RISK AND AUDIT COMMITTEE (FRAC)

5.1. MINUTES OF FRAC MEETING ON 16 AUGUST 2016

The Board **noted** the minutes of the FRAC August meeting.

5.2. MINUTES OF FRAC MEETING ON 23 SEPTEMBER 2016

The Board **noted** the minutes of the FRAC September meeting.

5.3. FRAC REPORT

The reserves are at around CHF 770'000.-. This represents three months of operating costs for the estimate 2017 budget, which is according to the target.

JB commented that the membership fee payments are a major concern and a serious issue, as 23% of the total amount is still unpaid, and 38% of the members have not paid yet. That means that 38% of members are not even qualified to attend the GA. NG explained that this year there have been many delays in getting the invoices out. JB suggested that the Alliance should send out a last bill warning about cancelling the membership. TH and JH were in favour of contacting the CEOs directly.

The Board had a useful discussion on outstanding membership fees and noting the organisational limitations **urged** the ED to undertake further high-level persuasive and comprehensive steps to pursue the maximum number of membership fees we can. The Board is further welcomed to support the follow-up with members regarding GA participation and the exercise of their voting rights.

The Board **adopted** the FRAC report.

There were no recommendations from FRAC to consider.

5.4. DRAFT BUDGET 2017

PH presented the 2017 budget, which is -4% as per 2016.

- JG commented that the cut of the membership services budget looks bad. This is partly because of a reduction of the team and because the time of KG is split between membership services and finance/administration.
- Taking into account the committed income (confirmed and high likelihood income) of CHF 3'055'963.-, there is a funding gap of CHF 200'000.-. PH expressed confidence to still reach the target.
- JB highlighted that the financial strategy should be aligned with the corporate strategy. It is ok for a new organisation to spend such a large amount (37%) on administration and finance, management and governance, and fundraising. However this situation cannot persist, and by this time next year the Alliance should have developed a financial strategy that supports the corporate one.
- TK suggested that the office premises costs could be distributed more equally on the different departments, to bring down the finance and admin costs.
- JC asked whether there was less spending on activities in the HR and people management area and whether the activity level has been reduced. PH answered that there were staff changes and no budget holder when the Alliance planned the 2016 budget, that some activities were still done under PIA and JG added that there is one less staff member working on HR.
- JB suggested benchmarking the Alliance's expenses against those of other organisations.

ACTION: Based on a suggestion from RT, the Board decides that JB and PH will write down the underlying assumptions behind the budget.

JB & PH

The Board preliminarily **approved** the budget 2017.

5.5. FINANCE POLICIES

JB reported that the comments from the last Board meeting have been included and that a further version was reviewed by the FRAC last week. The FRAC proposed taking out the word 'draft' as this would be a weakness in applications for funding, but recognised it is still a work in progress. The document needs to be checked against the Statutes and again reviewed by the FRAC.

WvE explained that the budget development process is done by the FRAC, goes to the Board in September, which approves it, and then it goes to the GA for endorsement. The policy should have a contingency scenario in case the Board does not approve, e.g. having a tele-conference to approve the second version.

WvE called for standard operating procedures to avoid problems, e.g. sending invoices out in March. JB added that when signing new contracts there needs to be an exit strategy.

RT reminded that the role of the Board is to review and approve the annual budget.

ACTION: VG to undertake a review of the finance policy with relation to the Statutes to ensure they are in compliance. These changes should be reviewed at the next FRAC meeting.

**VG &
FRAC**

The Board **approved** the finance policy and the removal of the word 'DRAFT', given further review of the same.

5.6. MEMBERSHIP FEES

JG explained that the membership fee structure had been approved by the constitutive General Assembly in Nairobi in 2015. The GA had also approved a transitional agreement for members to pay their former fee plus 5 per cent. For some HAP International members the changes will not make a huge difference, but for some PIA members it will.

Several Board members were concerned about the rise in fees and the impact this might have. JG answered that to those who see a significant increase of their fee, the Alliance will also send an enclosed letter proposing a transitional agreement. The Alliance is ready for the impact the changed fee structure might have.

PH said that the Alliance should have suggested members to go for the new structure or the traditional one. This had not been done due to administrative problems. He suggested that the members are given the choice for 2017. The Board discussed different scenarios, e.g. asking the members to pay a minimum but saying that the Alliance is happy about anything more.

The fee rates for 2017 have not been communicated to members, but are on the website. The secretariat will start the invoicing on December 1st.

The Board **agreed** that the fee structure adopted by the GA 2015 be supported. However, we **establish** a transitional provision for members with an income of less than CHF 50 Mio to have increases representing 50% of the difference between the 2016 fees and the 2018 fees established by the General Assembly.

ACTION: The FRAC to polish the proposal and circulate it back to the Board.

FRAC

6. DISCUSSION ON STRATEGY

The discussion on the strategy included staff members from the Geneva and London offices as guests, and Véronique de Geoffroy who joined via GoToMeeting.

7. OVERVIEW OF SELF-ASSESSMENT AND LEARNING EVENT

David Loquercio, Head of Policy, Advocacy and Learning at the Alliance, gave a presentation on the CHS self-assessment and this was followed by a question and answer session including the assertion of the intellectual property rights of the CHS Alliance Self Assessment Tool.

RT **thanked** DL for his comprehensive presentation.

ACTIONS:

- DL to send the presentation to Board
- DL to clarify intellectual property rights for self-assessment tool and put something on the website.

DL

8. IN CAMERA ITEM

THEMES FOR THE GA STRATEGY SESSION

JH and KG volunteered to organise the interactive strategy session at the General Assembly. They will need the themes identified, which will be discussed in the working groups. It was decided that there will be three or four topics and that this information will be sent out in the last mail-out before the GA. On the day itself there needs to be some kind of narrative to inspire people.

The four themes are:

- Grabbing the moment: visibility, promoting the standard
- Making the CHS real on the ground: capacity strengthening, localisation, evidencing the effectiveness of CHS
- CHS Alliance as a movement for change (mobilisation): membership engagement, networking/influencing

- CHS Alliance moving forward (services, what the CHSA provides): services, innovation/thought leadership, role of the secretariat

9. FUNDRAISING SUB COMMITTEE

TK, the Chair of the fundraising sub committee, gave a quick recap of the sub committee:

- Members: TK (Chair), RT, JB, AdR (stepped down), JG, EH
- The ToR were slightly modified. For a sub committee meeting to be valid there need to be at least two Board members present.
- Priority areas: Assist fundraising efforts and enhance the engagement of Board members; core funding by donors (focus on relationship building with donors and profile building of the CHS Alliance); project funding (seizing key opportunities).
- Way forward: Create a systematic linkage between the fundraising target and Alliance targets and resources. The Alliance needs a list of governments it wants to build relationships with. The Board members' engagement needs to be systematic also in the future.

EH told that the Alliance is targeting a lot of the right donors. They are now registering with the EU and work with the US government. New Zealand, Canada and Spain are new priorities. Board members who have contact with institutional donors should put the Alliance in contact with them.

RT commented that JG is the critical person and the face of the organisation. She should be enabled to do some of the representational work.

NG called for seeking funding that is in line with the Alliance's work.

JB mentioned another possibility of fundraising, namely offering to members and non-members to lead on the quality and accountability components in their projects. EH added there could be a joint event of programme and fundraising staff, for members to identify areas that the Alliance could be involved in.

EH explained that the Alliance focuses on institutional and government donors as corporate donors are likely to give lower amounts and can be labour intensive. If there is a need for something for which it is difficult to get government funding, the Alliance goes for corporate donors.

9.1. MINUTES OF THE FUNDRAISING SUB COMMITTEE 31 MAY 2016

The Board **noted** the minutes of the May fundraising sub committee meeting.

9.2. MINUTES OF THE FUNDRAISING SUB COMMITTEE 14 SEPTEMBER 2016

The Board **noted** the minutes of the September fundraising sub committee meeting.

10. GENERAL ASSEMBLY

10.1. UPDATE ON PROGRESS AND AGENDA

VG gave a short overview of progress made in the General Assembly (GA) preparations.

The Board **adopted** the draft agenda of the GA.

10.2. BOARD ELECTIONS

The quorum for voting (40% of paid members) has not been reached yet. JG reported that all staff have been assigned a certain number of members to contact, for them to sign up for the GA or assign a proxy voter.

ACTION: VG to send list to the Board; Board members to see whether they can use **VG** personal contacts.

VG explained the backup plan in case the quorum is not met, namely the use of proxy votes and the granting of remote online access to the Board elections website.

Board nominees (Paper 6b):

RT complimented the impressive list. JG reported that one organisation has not paid their fees and therefore the nomination had to be removed. AC commented that the nominees list is not diverse in terms of regional representation, e.g. there is no one from Latin America and only one third are women. Co-opted Board members could fill eventual gaps, and AC could help finding someone from Latin America. JG answered that Board members should mobilise members before the elections in order to highlight the need for diversity. JC also added that when

sending out the list of candidates to members, they can be reminded of the diversity of the membership and that we hope this will be reflected on the Board.

The Board **affirmed** JC as returning officer, encouraged JC to make introductory remarks before the elections and to highlight the importance of diversity on the Board.

Board induction package (Paper 6c):

The Board **noted** the Board induction package.

JB called for an induction process, as something that will motivate the new Board and make the interim Board feel they properly handed over. JG referred to the cocktail event of the 3 November and to the half-day induction, which will be organised before the first Board meeting of 2017. JC suggested a buddy system between former interim and new Board members, amongst others about legal responsibilities. The big challenge is that the new Board will have to finalise the strategic plan.

10.3. TOR CO-OPTED MEMBERS

AdR has left her position, but the Swiss government has an interest to stay involved. The Alliance benefitted from their support.

LHG is interested to stay on as co-opted Board member, and she has been a support within the UN.

WvE asked whether co-opted members can serve two terms, as this is not specified in the ToR. The Board concluded that no possibility for renewal after three years exists, but decided not to amend the provision.

WvE asked whether donor representatives would be reimbursed by the CHS Alliance, as this would be inconsistent. JG clarified that no costs for co-opted members are reimbursed by the Alliance.

ACTION: VG to add to the ToR that no costs are reimbursed for co-opted members.

VG

The Board **adopted** the ToR subject to the suggested amendment.

10.4. MOTIONS

Motion 1: WvE suggested the conditions of membership to include UN agencies as possible full members. JG agreed that it seems exclusive to ignore the UN when ICRC, IFRC and RCRC are included.

The Board **adopted** the resolutions to go before the GA, subject to amendment of motion 1.

ACTION: VG to change motion 1.

VG

11. COMPLAINTS COMMITTEE

11.1. COMPLAINTS MECHANISM

JG explained that at the end of the Complaints Policy there is an extract of Board discussions from last year. It is based on the HAP Policy as there never was a PIA Policy. The committee is however not legitimate right now as there were no efforts to get Board members on the committee. Nevertheless, the committee has continued to exist and reviewed some complaints during the last year. The Board had agreed on the ToR and that the same people as in HAP will continue.

KG explained that the complaints mechanism is a channel whereby people can complain about the CHS Alliance, but the committee also accepts complaints about CHSA members, in terms of them living up to their CHS commitments. It was part of HAP International when HAP had a focus on being an ombudsman in the sector, supporting its members with their learning and improving. There is evidence in the sector that staff would prefer not to report to their own organisation about issues like SEA. The committee has five members, namely representatives of Finn Church Aid (has to be asked to renew for three years), CWSA, Swedish Church, as well as Karen Oswald and Christine Lipohar. Since the CHS Alliance came into being, there have been only a small number of complaints. Only one was investigated, and it was recently closed. This can be a positive learning experience, making concrete changes based on these complaints. One challenge is explaining to a large NGO how to handle their complaints.

The Board **noted** the paper and **called** for the new Board to appoint members to the committee.

11.2. COMPLAINTS POLICY AND PROCEDURE

WvE mentioned that it is not in the CHS Alliance membership policy to give responsibility/authority to the CHSA to follow up on complaints. Article 8 of the Statutes on full member conditions does not mention anything about complaints either. This is problematic. NG answered that it is however mentioned in Article 27 of the Statutes. Furthermore, by joining the CHS Alliance you believe in accountability. The complaints should also first be addressed within the organisation itself, and members should be reminded that the CHSA can take up complaints. KG added that new members sign up for being bound by the Complaints Policy in the application form, and former HAP members have already signed up for this. It might therefore just be an issue for former PIA members.

KG emphasized that no investigation is done by the Alliance. The complaint is raised with a mechanism of the agency.

RT referred to Article 27 of the Statutes, which states that the complaints committee is elected by the Board and established by by-law. It is unclear what the by-law is.

RT said that the policy needs to be adopted and put in a by-law. TK raised the question of what a by-law is according to Swiss law. BK added that the policy should be sent to members for their knowledge.

The Board **adopted** the policy, provided that two members of the Board are on the committee.

ACTIONS:

- KG to share the membership application form with the Board.
- VG to adapt the policy.
- VG to find out what a by-law is under Swiss law.

KG
VG

12. MEMBERSHIP AND NOMINATIONS COMMITTEE

12.1. MINUTES OF THE M&NC MEETING ON 17 AUGUST 2016

The Board **noted** the minutes of the M&NC August meeting.

12.2. MINUTES OF THE M&NC MEETING ON 9 SEPTEMBER 2016

WvE mentioned that the action items should be written down under the item of actions arising, because otherwise the explanations are unclear.

The Board **noted** the minutes of the M&NC September meeting.

ACTION: VG to adapt the actions arising item.

VG

12.3. MEMBERSHIP APPLICATIONS

Two new members have been put forward by the M&NC for approval by the Board: The Al-Khair Foundation from the UK and Medical Teams International from the USA.

KG explained that a background check on the new members had been done by reading through all papers, checking financial audits, Google and websites, checking terrorist group lists from the UK, US, EU and UN and getting references.

RT said he was impressed with the check of audited accounts as the Statutes do not require audited annual accounts, but the CHS does. It seems strange that this is missing in the Statutes.

The Board **approved** the new members.

12.4. MEMBERSHIP ENGAGEMENT STRATEGY

The Board discussed that the membership fees cannot really be set without a membership engagement strategy. The strategy has not yet been discussed in the M&NC.

The Board **deferred** this issue for further consideration in the M&NC.

13. HR POLICIES

Policy on Bullying and Harrassment: The Policy was **adopted** without amendment.

Policy on Receipt of Gifts and Giving Gifts: The Policy was **adopted** subject to the following amendments:

- The title should include Board members as well, not only staff.

- Need for Board members to disclose the gift to the Chair of the Board.

Recruitment Policy and Procedure: The Policy was **adopted** subject to the following amendments:

- Page 2, third last paragraph: “Interview panels for Heads of Sections ~~will have at least one governing board~~ may include a Board representative if requested by the ED.”
- Page 4, references: “Where possible and appropriate to do so the Alliance will request a police check of the selected candidate.”
- Page 4, references: “Board members and senior leaders need to undergo police checks.”

Grievance Policy and Procedure: The Policy was **adopted** subject to the following amendments:

- Page 1, Introduction: “This policy will be applied in accordance with the applicable employment / labour law (UK or Switzerland).”
- Page 3, 6.3 Employees: “comply and co-operate with all parts of ~~People In Aid’s~~ the CHS Alliance’s Grievance Policy and Procedure”.
- Page 3, 7. Interpretation of Grievance Policy and Procedure: “Where the Line Manager is the Executive Director, ~~a representative from~~ the Chair of the board will determine the correct interpretation.”
- Page 3-4, Stage 2 formal procedure: “If the grievance concerns the Executive Director you may take your grievance in writing to the Chair of the Board.”
- Page 4, list of things to be submitted: Change “e) The action sought” to “e) The redress sought”.
- Page 5, stage 3 (Appeal): The Appeal panel will consist of three members: the Executive Director and senior management staff appointed by the ED who are not line managers of the complainant, or a Board member ~~and two members of the board~~. If the Appeal is about the Executive Director when s/he is replaced by a ~~third~~ board representative.

Unpaid leave and Sabbatical leave Policy: The Board decided to integrate the provisions of this policy in the Attendance and Absence Policy and delete the current Unpaid leave and Sabbatical leave Policy.

Attendance and Absence Policy: The Policy was **adopted** subject to the following amendments:

- Title: “Absence and Leave Policy”
- Remove point 2 on working hours.

- Remove the sentence under point 5 “This is only possible for staff with at least 26 weeks length of service.”
- Add provisions of the former Unpaid leave and Sabbatical leave Policy.
- For unpaid leave in family emergencies: add “In compliance with relevant labour law, in agreement with the ED.”
- Instead of a right to sabbatical leave, add “at disgression of the ED”.

Whistleblowing Policy: The Policy was **adopted** subject to the following amendments:

- Change point 4. Procedure for raising a concern: If you believe that the actions of anyone (or a group of people) working or volunteering for CHS Alliance do or could constitute malpractice you should raise the matter with ~~your line manager~~ the Executive Director who will have the responsibility to pass on the details to the Chair of the Board who will have the responsibility of acting on the policy. ~~Where this is not appropriate because the line manager is involved in the alleged malpractice in some way, the matter should be raised with the line manager’s manager and brought to the attention of the Executive Director.~~

You may raise your concern verbally or in writing and should include full details and, if possible, supporting evidence. You must state that you are using the Whistleblowing Policy and specify whether you wish your identity to be kept confidential.

In exceptional circumstances where it would be inappropriate to approach ~~either your line manager, their manager, or~~ the Executive Director or the Chair of the Board, you may raise the matter directly with any one of the Board Members.

Anti-Fraud and Corruption Policy: The Policy was **adopted** subject to the following amendments:

- Staff Responsibilities: Add “Every member of staff: has to sign an annual freedom of conflict of interest statement.”
- Add: “The Alliance will conduct an internal audit on procurement policies, tendering etc.”.
- Board Responsibilities: The Board is ~~responsible for~~ accountable for ensuring:
- Fraud response plan 1.: “All actual or suspected incidents should be reported without delay to ~~a line manager or~~ the Executive Director...”.
- Fraud response plan 2.: “The Chair of the ~~Board Finance, Risk and Audit Committee~~ should be advised at the earliest stage when an investigation under this procedure has been initiated. The Chair should alert the Finance, Risk and Audit Committee as soon as possible.”

Disciplinary and Capability Policy and Procedure: The Policy was **adopted** without amendments.

Staff Health, Safety and Wellbeing Policy and Guidance: The Policy was **adopted** subject to the following amendments:

- 1. Introduction: ““*Health*” and “*Safety*” in the context of this policy refers to staff having a sense of wellbeing in the workplace and the Alliance’s ability to take preventive and mitigating measures against accidental events.”

Security Policy: The Policy was **adopted** subject to the following amendments:

- 4. Policy commitments, commitment 2: “All staff travelling on Alliance-related business must be equipped with security management training and equipment ~~such as torches, satellite phone~~, where appropriate, and provided with the necessary guidance and support to ensure their personal safety and security.

ACTIONS:

- VG to amend the policies accordingly.
- FRAC to examine the question of insurance for security purposes.

**VG
FRAC**

14. ANY OTHER BUSINESS

No other business.

15. CLOSING

The dates of the next meetings were confirmed as:

Thursday 3 – Friday 4 November 2016, General Assembly and Learning Event in Geneva

The meeting closed at 16.00pm Geneva time.