

**2017 Approved Budget
(CHF)**

Revenue			
Source	Details	Debit	Credit
Joining Fees	New applications in 2017, assuming 10% growth	0	10,000
Membership Dues ¹	Assumes approval of 2017 recommended dues levels	0	773,000
Government Contributions ²	Restricted (grants) and unrestricted funding support from governments	0	750,000
Strategic Reserves ³	Foundational contributions from Australia, Sweden, and United Kingdom (currently held in reserve)	0	290,750
Non-Government Contributions ⁴	DCAF and other non-governmental entities/foundations	0	71,250
		0	1,895,000
Expenses			
Category		Debit	Credit
Personnel ⁵	Salaries, social contributions, taxes, and related costs	1,155,000	0
Plant & Equipment	Rent, utilities, computers, office equipment	89,000	0
Administration ⁶	Office supplies, website, legal services, IT support, information management design services and insurance	202,000	0
Board	Quarterly and additional special meetings, including venue, interpretation, catering, and associated travel expenses	65,000	0
Certification	Review of certification applications, audit integration, and continued oversight development	100,000	0
Reporting, Monitoring and Assessing Performance	Implementation of functions described in Article 12 procedures	131,000	0
Grievance	Implementation of functions described in Article 13 procedures	40,000	0
General Assembly	Venue, travel, hotel, interpretation, and catering expenses	29,000	0
Outreach and Marketing ⁷	Communication with stakeholders, incl. industry clients, governments, NGOs, etc. Also includes costs for printing, collateral, editing and translation, and associated travel expenses	79,000	0
Financial Expenses	Bank charges and fees, exchange rate differences	5,000	0
		1,895,000	0

Revenue Notes

1. Membership Dues – estimating modest growth of 10% in 2017. Growth estimate reflects that approximately 25 companies have pending applications, but that some loss of members might also be anticipated in light of continued industry consolidation and economic cycles.
2. Government Contributions – ICoCA will complete execution of its existing US DoS grant agreement in 2017, and will seek renewed grant agreements with all member states. This will be key to achieving the full scope of governance and oversight functions contemplated under the Articles of Association.
3. Strategic Reserves – We anticipate the need to continue to draw on strategic reserves as we work, in 2017, to increase membership and to increase the level of support from interested governments and non-governmental organizations. Strategic reserves are currently forecast to be CHF 408,806 as of 31 Dec 2016.
4. Non-government Contributions – ICoCA benefits from significant support from DCAF and plans to expand its efforts to obtain non-governmental and private foundation support in 2017.

Expense Notes

5. Personnel – Growth in 2017 is anticipated to orient around building out the team structure necessary to execute the governance and oversight procedures recommended for approval (AoA Articles 11, 12, and 13). Additional hiring will, however, only take place if justified by both demonstrated operational demand and the availability of sufficient revenue.
6. Plant & Equipment/Administration – Significant components of these costs include continued IT and information services and security development, maturation and security testing costs. These will be essential in preserving appropriate protection of confidential information and the Association's operational efficiency. In addition, the Association will need to expand its insurance and other risk management approaches to limit and mitigate risk to both the Association and individual employees (and their dependents) as it begins to operate in more complex environments.
7. Outreach and Marketing – Funding principally intended for: (1) raising awareness and recognition of the value of the Association among clients in the three principal sectors (government procurement, private industry, and humanitarian NGOs), (2) raising the understanding among governments, international organizations, and CSOs of the value offered by the ICoCA, (3) seeking out funding opportunities, through governments, intergovernmental organizations, and private foundations, and (4) encouraging more industry members to strive to meet the requirements for Association membership.