



ICoCA Q1 2023 Board Meeting
4 April 2023
Virtual

Minutes

Present (Board)

- Frank P. Amoyaw
- Jo Anthoine
- Frédéric Chenais (Chair)
- Carmen Rosa De León-Escribano
- Beatrice Godefroy
- Crispin Kennedy
- Michelle Quinn
- Caleb Wanga
- Susan Benda
- Joan Fontaine

Present (Observing/Supporting)

- Laura Gault (US DoS)

Present (ICoCA Secretariat)

- Vincent Bernard (Senior Policy Advisor)
- Dina Chantre (HR and Office Manager)
- Christopher Galvin (Head of Communications & Outreach)
- Alexandra Garzotto (Finance Manager and Administrative Officer)
- Sydney Householder (Intern)
- Tom Mather (Compliance Manager)
- Antoine Perret (Civil Society Organisation Development Manager)
- Henri Weindel (Research Assistant)
- Florie Barbotte (Communications & Marketing Officer)
- Valentina Potapova (Membership & Development Officer)
- Jamie Williamson (Executive Director)



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ICoCA Q1 - Virtual Board Meeting

1. Agenda

- 1.1. The Chairperson opened the meeting at 15:31 and asked the Secretariat to draw up the minutes. The Chairperson took note that each of the three stakeholder pillars was represented by at least two Board Directors and that at least eight Directors were present. The Chairperson declared that a quorum was present according to [Article 7.6 of ICoCA's Articles of Association \(AoA\)](#), that the meeting was duly constituted and that the Board could adopt resolutions in compliance with the Articles of Association.
- 1.2. **The Board reviewed and approved the Meeting Agenda.**

2. Approve Q3 - 2022 Board Minutes

- 2.1. The Board reviewed the Minutes of the Q3 2022 Board Meeting.
 - 2.1.1. No errors or edits were submitted.
- 2.2. The Board approved the Minutes of the Q3 2022 Board Meeting.

3. Budget 2023

- 3.1. The Secretariat presented the Budget Proposal for 2023, demonstrating forecasted revenues and expenses. The Budget Proposal for 2023 anticipated approximately thirty new membership applications by Q4 2023. The Secretariat noted that the 2023 level expenses are more stable than those of 2022, and that the projected increase in membership may result in higher membership dues.
 - 3.1.1. **The Board agreed to approve the 2023 Budget Proposal.**
- 3.2. The Secretariat and Board discussed the possibility of funding from various State governments, including multi-year approaches and annual funding opportunities. The potential for increased revenue through sponsorships and growing membership was also discussed.
 - 3.2.1. The Board noted that a greater level of engagement with and inclusion of private security companies would elevate the work of the Association and allow for the development of fruitful relationships.
- 3.3. The Secretariat recommended that because 2023 is a critical year for the Association, a discussion on potential sponsorship should continue at the Annual General Assembly Meeting in December 2023.



4. Membership & Certification Update

- 4.1. The Secretariat presented the Membership and Certification update, noting that the 2022 increase in membership is expected to continue throughout 2023. There has been global growth within the private security sector with the highest growth in Iraq and expected growth in Latin America.
- 4.2. The Secretariat informed the Board that “holes” in the map where there are few ICoCA companies are being filled and that interest in ICoCA remains high.
- 4.3. The Secretariat explained that tenders are the primary driver of ICoCA membership and that there has been an increase in references to ICoCA in global private security tenders, namely in Iraq.
 - 4.3.1. The Secretariat emphasised the importance of field missions in driving interest and membership growth.
- 4.4. The Secretariat informed the Board of the imminent launch of ICoCA’s Use of Force Training and proposed that certification applications be approved by the Membership Committee rather than the full Board for increased efficiency.
- 4.5. The Secretariat noted that membership certificates have been redesigned and updated to include QR codes. It has also been decided so as to reduce ICoCA’s carbon footprint that, from henceforth, all ICoCA member companies are to receive certificates electronically rather than a mailed hard copy.
 - 4.5.1. The Board noted that Affiliate companies should not be called “Affiliate Members” to eliminate confusion.
- 4.6. The Secretariat is working to encourage more governments to require ICoCA certification for private security tenders. The Secretariat is trying to navigate the challenges of engaging with relevant, regular authorities responsible for private security companies, and is considering using ICoCA’s tenth anniversary as a platform to foster more engagement in 2023.
 - 4.6.1. The Secretariat flagged to the Board that the conversation on certification and self-evaluation on growth of membership will continue during the Q2 2023 Board Meeting.

5. Field Mission in Iraq

- 5.1. The Secretariat provided an overview of the field mission to Baghdad, Iraq from March 11-17th. The Secretariat explained that the purpose of the mission was to meet with private security companies and civil society organisations to discuss the importance of ICoCA, how to obtain ICoCA certification, how to implement the International Code of Conduct in Iraq, and how private security providers may benefit from ICoCA membership.
 - 5.1.1. The Secretariat demonstrated that as of 2022, Iraq hosts the largest number of ICoCA Members and Affiliates working in the diplomatic, construction, oil, and gas markets. Traditional security risks in Iraq have recently declined, and the private security balance has shifted in favour of more local companies. Both the



demand for higher-quality security services and tenders requiring ICoCA certification have increased.

- 5.2. The Secretariat highlighted that the mission raised the profile of ICoCA in Iraq and helped to strengthen the Association's growth. Out of the ten non-ICoCA security companies contacted, nine expressed interest in joining the Association.

6. Field Mission in Kenya and Tanzania

- 6.1. The Secretariat provided an overview of the field mission to Kenya and Tanzania from March 21-31st. The Secretariat explained that the purpose of the mission was to meet with prospective private security companies, civil society organisations, Diplomatic Missions, and current ICoCA Members and Affiliates. These meetings aimed to inform future strategic planning, deepen ICoCA's understanding of the local context, and identify opportunities to strengthen the implementation of ICoCA in the region.
 - 6.1.1. The Secretariat noted that two dialogue sessions co-organised with the Global Compact Network of Kenya (GCNK) in Nairobi, Kenya provided highlights of ICoCA's research on working conditions and facilitated conversations on the impacts of Responsible Private Security procurement and implementation.
- 6.2. The Secretariat recommended that ICoCA conduct future missions in East Africa to encourage similar engagement and to strengthen collaboration.

7. Working Conditions

- 7.1. The Secretariat presented its most recent findings regarding the Working Conditions research initiative. The objective of this project is to collect data on the working conditions of security personnel employed by private security providers in Kenya, Tanzania, and Uganda. The Secretariat's research aims to identify areas of improvement, including better informing clients' procurement and contracting practises in adherence to the Code of Conduct.
- 7.2. The Secretariat presented an overview of its 2022 Research Report, the first global research conducted on private security carried out in partnership with the UNI Global Union and Denver University.
 - 7.2.1. The Secretariat informed the Board that the first draft of the Research Report is under revision and a Policy Brief and Promotion Plan are currently underway.
- 7.3. The Secretariat provided an update on the 2023 follow-up research initiative on gender diversity in partnership with the Geneva Graduate Institute of International Relations. The cooperative considers how to raise private security standards through greater gender diversity with a regional focus on East Africa.
- 7.4. The Secretariat thanked the United Kingdom for its generous FCDO grant which funded ICoCA's 2023 East Africa research survey.
 - 7.4.1. Three research surveys were presented to civil society organisations, private security companies, and authorities in Tanzania, Kenya, and Uganda during the East Africa field missions in March 2023.



- 7.5. The Secretariat demonstrated that in Kenya, there are reportedly poor working conditions for private security personnel, including low wages, barriers to joining unions, long working hours, limited access to amenities and shelter, discrimination, and sexual harassment.
- 7.6. The Secretariat concluded that responsible security depends on good working conditions **as stipulated in particular by the relevant provisions in the Code as well as the ILO Core Conventions**, and that clients have a responsibility to ensure that contracted private security companies are monitored effectively. The Secretariat noted that these findings are in line with United Nations Sustainable Development Goals 8 and 16.

8. Field Mission to Colombia

- 8.1. The Secretariat provided an overview of the field mission to Bogota, Colombia from March 20-29th. This was the Association's first mission to Colombia, where the Secretariat gained access to mining sites and engaged with public officials, private security providers, civil society organisations, and client companies.
 - 8.1.1. The Secretariat noted that representatives from the recently instated Colombian Government expressed interest in reforming the Colombian private security sector.
 - 8.1.2. The Secretariat highlighted discussions on police and private security reform with the Colombian Ministries of Defense, the Interior, and Justice.
- 8.2. The Secretariat demonstrated that the field mission resulted in increased industry interest, government awareness, and engagement with external organisations including the United Nations and NGOs. The mission helped to strengthen and raise the profile of ICoCA in Colombia.
 - 8.2.1. The Secretariat noted that there has been an increased willingness from private security providers to engage with ICoCA, and the Secretariat hopes to conduct similar missions in Honduras and Haiti. There are many opportunities for ICoCA to leave a footprint in Latin and Central America and for the organisation to create a profile outside of the Middle East and Africa.

9. Field Mission to Uganda

- 9.1. The Secretariat provided an overview of the field mission to Uganda from March 21-25th. The Secretariat explained that the purpose of the mission was to develop situational awareness of the value of ICoCA in Uganda through meetings with prospective, current, and Affiliate ICoCA companies.
 - 9.1.1. The Secretariat noted that Uganda's profile is very different from other East African countries, and that its security market is regulated by law enforcement with the majority of companies working out of major cities.
 - 9.1.1.1. The Secretariat also noted that many companies headquartered in Uganda operate outside of the country.



10. Strategic Plan

- 10.1. The Board inquired about ICoCA's strategy and next steps, noting that the Association's Strategic Plan expires in 2023.
 - 10.1.1. The Committee established to begin discussions on an updated Strategic Plan in mid-April 2023, considering what to include, what kinds of consultation may be necessary, and to what extent a new Strategic Plan may serve as an outreach and communications opportunity.
 - 10.1.1.1. objectives for the Association going forward, and proposed a tentative goal of completing a draft Strategic Plan before the Q3 2023 Board Meeting.

11. Wrap Up

- 11.1. The Secretariat and the Board wished to note the work of Beatrice Godefroy, an integral part of the Association for five years, on her stepping down from her position as a Civil Society Representative with the Board of Directors. Both the Secretariat and the Board noted her dedication to the Association and the immense contributions she has made to the work and mission of ICoCA.
 - 11.1.1. Ms. Godefroy thanked the Secretariat and the Board for their support and pledged to remain active in her current role until her replacement is elected.
 - 11.1.2. The Board noted that an official decision on Ms. Godefroy's successor will be made by the Q2 2023 Board Meeting and that the Secretariat and the Board will then determine the next steps.
- 11.2. The Chairperson provided a summary of the main points discussed and the decisions taken at the Q1 2023 Board Meeting, and expressed his appreciation to the ICoCA Secretariat for planning and organising it.