

ICoCA Q2 2024 Board Meeting
27 June, 2024
Virtual

Minutes

Present (Board)

- Rémy Friedmann (Chair)
- Carmen Rosa De León-Escribano
- Michelle Quinn
- Vicky Bowman
- Chinwike Okereke
- Amanda Wall
- Crispin Kennedy
- Cui Shoujun

Present (Observing/Supporting)

- Laura Gault (US)
- Orlando Bianchetti (CH)
- Barney Searle (UK)

Present (ICoCA Secretariat)

- Christopher Galvin (Head of Communications & Outreach)
- Tom Mather (Compliance Manager)
- Ana Farrèr (Human Rights Officer)
- Alexandra Garzotto (Finances Manager and Administrative Officer)
- Jamie Williamson (Executive Director)
- Antoine Perret (CSO Development Manager)
- Dina Chantre (HR and Office Manager)
- Valentina Potapova (Membership Development Officer)

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ICoCA Q2 - Virtual Board Meeting

1. **Agenda**

The Chairperson opened the meeting at 3:30PM and welcomed the Board members. 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. The Chairperson asked if someone had a comment for the agenda.

The Board approved the meeting agenda.

2. **Approve Q1 - 2024 Board Minutes**

The Board reviewed the Minutes of the Q1 2024 Board Meeting.

The Board approved the Minutes of the Q1 2024 Board Meeting.

3. **Membership & Certification Update**

The Secretariat reported continued growth of ICoCA membership with 15 new PSCs joining ICoCA in 2024 up to end Q2. Membership is projected to reach 170 PSCs by end 2024. ICoCA PSCs are now headquartered in 54 different countries. Growth is being driven at present by tendering requirements for EACOP (East African Crude Oil Pipeline) which has attracted three new PSCs in 2024 in Uganda/Tanzania, and increased market penetration by ICoCA to take in second rank PSCs, most notably in Somalia and Libya (with this already having occurred in Iraq). Some attrition has occurred in 2024, through non-payment of membership dues. Terminations are pending.

The number of approved certification bodies has increased, with 13 CBs now. The increase in the number of approved certification bodies supports ICoCA's growth by providing more options for PSCs to achieve necessary certifications, underlining the demand for high standards.

ICoCA's membership growth in 2024, reflects the association's expanding influence in the global private security sector. With a robust pipeline and strategic market penetration, ICoCA is on track for continued expansion through 2025.

4. **Budget and Fundraising Update**

4.1 Budget and cashflow update

The Secretariat reported on the financial pressures resulting from ICoCA's recent growth and the reduction of the governmental contributions. Increased costs have strained the budget, prompting the Secretariat to adopt a precautionary approach to limit expenses and seek alternative funding streams.

Core Funding Concerns:

- Core funding from governments has reached an all-time low.
- While membership dues have increased, they have not sufficiently offset the decline in governmental contributions.
- The Secretariat emphasized the importance of balanced funding from both public and private sources to maintain credibility and independence.

The Executive Director highlighted the critical need for additional funding to avoid an operating deficit. Without additional funding, the Secretariat will need to reduce capacities and implement further cost reductions.

The Secretariat is actively exploring solutions and considering a new operational model to achieve financial independence.

Two proposals were mentioned during the discussion to overcome financial issues of the Association.

- (i) Charging for the Annual General Assembly and International Security Forum to generate additional income.
- (ii) Potential integration of VPI and ICoCA into a single organization to reduce costs and increase efficiencies through shared resources and leadership.

4.2 Fundraising Update

ICoCA has submitted several project proposals to the EU and US agencies. These proposals are designed to include core funding costs, which are essential for the organization's sustainability.

Additional Projects such as projects in Guatemala, DRC, Kenya will indirectly benefit ICoCA by enhancing projects, content, and accountability. Decisions are expected in the last quarter of 2024, with implementation potentially starting in 2025.

The Secretariat noted that the development and submission of these proposals are time-consuming and require the redirection of critical resources.

The Secretariat emphasizes the importance of a long-term strategy for securing funding and maintaining strong relationships with the EU and other funding bodies.

By investing in these project proposals and strategic partnerships, ICoCA aims to secure vital funding, advance its mission, and ensure long-term sustainability and impact.

5. Uganda Mission - Planning & Objectives

A three-person ICoCA team will visit Kampala (Uganda) from 8-12 July, funded by the UK FCDO. The team includes an ICoCA Board Member. The goal is to meet with all ICoCA PSCs. The team will also meet with CSOs, unions, and diplomatic posts. The visit will lead to the development of a fully-informed strategy which will improve the respect for human rights in Uganda's private security industry.

6. **Observer Pillar - functioning & categories**

The current status:

- Number of Observers: 70
- Dues Received: Approximately USD 9,000 (a very small amount)
- Current Utilization: Underutilized, according to the Secretariat

Observers can provide immense value, particularly when clients require ICoCA membership in tendering processes, leading to significant increases in membership. However, this potential is rarely fully realized. It is crucial to leverage the full potential of Observers to maximize their value to ICoCA. Integrating Observers more effectively will involve strategic changes to ensure their active participation and contribution.

It is assessed by the Secretariat that changes are necessary. All Observers are to be recategorized with most Observers placed into working groups. "Passive" observers will be required to demonstrate value or be removed. Observer dues are to be reconsidered.

Next Steps:

- Implement the proposed changes to the Observer category.
- Reevaluate the dues structure for Observers.
- Actively seek to engage international organizations and government entities as Observers.

7. **Outreach & Conferences Q1/Q2 -deliverables/added value**

In Q2, the Secretariat participated in numerous outreach missions across various continents to raise awareness of ICoCA and its mission. The goal is to plant seeds for future growth and influence. Here are two key highlights:

Responsible Investor Europe, London (June):

- Audience: A captive audience receptive to learning about ICoCA.
- Opportunity: It was a significant opportunity to present ICoCA's mission and activities.
- Impact: The impact may not be immediate, but investors have the influence to pressure clients and PSCs, potentially leading to increased membership and compliance.

Securex, Johannesburg, South Africa (June):

- Event Significance: The largest security exhibition on the continent.
- Connections Made: Established relationships with major security providers and the Security Association of South Africa (SASA).
- Future Plans: ICoCA is planning to organize an event on New Technology and PSCs with SASA and engage with the Centre for Human Rights in Pretoria (CSO).
- Cost-Benefit Analysis: Although the costs are significant, the multiple benefits make it a valuable investment.

The Secretariat was asked whether there had been any success with conferences and conventions of large insurance entities. Chris Galvin reported that the engagement with the Risk Management Association of the US has been initiated. There is a plan to engage more with these entities.

The outreach missions in Q2 have been strategic efforts to enhance ICoCA's visibility and establish influential connections. Continued engagement with key stakeholders and industry events is crucial for long-term growth and impact.

8. **Committees and Working Groups**

The Secretariat provided an overview of all the Working Groups and Committees, their objectives and functions, and the persons assigned to each.

9. **Wrap Up**

This meeting included discussions on project funding, financial matters, observer category and membership update. It was noted that the budget is a concern and there was an urgent call for action.

The Chair of the Board of Directors provided a summary of the main points discussed and the decisions taken at the Q2 2024 Board Meeting, and expressed his appreciation to the ICoCA Secretariat for planning and organising it. The Board meeting was officially closed at 6:30 PM.