



**ICoCA Q2 – 2025 Board Meeting**  
**16 June 2025**  
**Virtual**

**Minutes**

**Present (Board)**

- Rémy Friedmann (Chair)
- Carmen Rosa De León-Escribano
- Vicky Bowman
- Didier Ranchon
- Caleb Wanga
- Amanda Wall
- Michelle Quinn
- Cui Shoujun
- Frank Amoyaw

**Present (Observing/Supporting)**

- Orlando Bianchetti (CH)
- Elizabeth Kiingi (US)
- Joan Fontaine (UK)

**Present (ICoCA Secretariat)**

- Christopher Galvin (Head of Communications & Outreach)
- Tom Mather (Compliance Manager)
- Alexandra Garzotto (Finance Manager and Administrative Officer)
- Jamie Williamson (Executive Director)
- Dina Chantre (HR and Office Manager)
- Valentina Potapova (Membership Development Officer)
- Florie Barbotte (Communication and Marketing Officer)
- Nada Bessassi (Membership Officer)
- Antoine Perret (Head of Programmes)



1. Agenda .....	3
2. Approve Minutes .....	3
3. Membership Update .....	3
4. Small Arms Survey .....	4
5. Operational Update .....	4
6. Working Conditions .....	6
7. Wrap up .....	7



## 1. Agenda

The Chairperson opened the meeting at 3:35PM 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.

## 2. Approve Minutes

The Board reviewed and approved Q1 Board meeting minutes.

## 3. Membership Update

### Growth and Membership Figures

ICoCA continues to demonstrate positive membership growth. As of the date of the meeting, the Association counts 170 Members, reflecting a 7% increase in 2025 to date. The membership pipeline remains strong and diverse.

- Affiliate and Transitional Members are actively progressing toward certification:
  - The number of certified Private Security Companies (PSCs) increased from 66 to 75 since January.
  - The number of Affiliate PSCs decreased slightly from 73 to 71, as companies moved toward certification or exited the membership.
- ICoCA is demonstrably a vehicle within which higher standards are pursued and achieved.

Notable expressions of interest have been received from companies in:

- Ghana, from both Ghanaian companies and, notably, two companies from South Africa. It may be that ICoCA finds fully entering the South African market comes by way of Ghana, demonstrating the interconnectedness of the global private security industry.
- Gibraltar, including Jebel Tarik Security a PSC providing weapons management services to the maritime industry.

ICoCA Members are now headquartered in 56 countries and operate in over 105 territories, underscoring the Association's significant global footprint.

### Certification Bodies

The number of ICoCA-approved certification bodies has increased to 15, up from 8 in 2023, reflecting growing capacity to support member certification.

- Infinity Cert, a new certification body based in Cairo, was recently approved.
  - Infinity Cert has a significant presence in Iraq and is active across North and East Africa.
- The global coverage of accepted CBs continues to improve. It is not perfect, but significantly improved from a few years ago.

### International Maritime Organization (IMO)

ICoCA has submitted an application for NGO consultative status with the International Maritime Organization (IMO). If granted, this status would formalise the relationship between ICoCA and the IMO.



- Timeline:
  - ICoCA will present to the IMO at the end of June.
  - A decision is expected at the IMO's 134th session, scheduled for 7–12 July.
- Impact:
  - Consultative status would enable ICoCA to participate in IMO working groups and technical committees.
  - This engagement could influence flag state requirements, Best Management Practices (BMPs), and related standards.
  - It is also expected to have a positive impact on membership growth, particularly in the maritime security sector.

#### 4. Small Arms Survey

##### Management of Weapons and Materiel of War

The Secretariat presented the newly developed *Guidance for Private Security Companies on the Management of Weapons and Materiel of War*, produced in partnership with the Small Arms Survey.

The primary objective of the Guidance is to assist Private Security Companies (PSCs) in preventing the diversion of weapons and materiel of war due to theft, loss, corruption, misuse, or poor recordkeeping.

- The Guidance has now been finalised, with the official launch imminent.
- It is already available via the Learning Management System (LMS).
- Translations into multiple languages are planned
- A training course to accompany the Guidance is anticipated.

The Guidance aligns with the Organization of American States (OAS) Roadmap for Central America and the Dominican Republic on preventing the illicit trafficking and proliferation of firearms, ammunition, and explosives.

- The Guidance has already been shared with OAS.
- ICoCA is currently in exploratory discussions with the Roadmap lead.
- The Guidance could serve as a foundation for future training activities with regulators in Central America.

#### 5. Operational Update

The Secretariat provided an update on recent field missions undertaken to strengthen ICoCA's global engagement and expand its presence in key regions.

##### Egypt

This mission originated from engagement within the Client Working Group. At the invitation of Holcim (an ICoCA Observer), the Secretariat participated in the Lafarge Egypt Conference on "Human Rights & Sustainable Development in Private Security" in May 2025.

- ICoCA delivered a presentation on working conditions in the extractive sector, which sparked extensive discussion among a diverse audience of private security companies and clients.



- Egypt is a strategic country for ICoCA, with significant potential for engagement with clients, PSCs, and certification bodies in the broader Middle East region.
- No regulators were present at the conference; however, the mission highlighted the need to engage more systematically with embassies and diplomatic missions in high-risk areas to raise awareness of ICoCA, including in procurement and contracting.
- The mission included visits to:
  - All Care (Transitional Member)
  - Eagles (Affiliate Member)
  - Infinity Cert (CB), which was subsequently accepted by ICoCA
- Post-mission social media outreach resulted in IQS Cert (a CB) initiating contact, and interest from the Egyptian Accreditation Council (EGAC) in exploring ISO 18788 accreditation.
- The Canadian Embassy is seeking to convene a local chapter of interested diplomatic missions to enhance cooperation.
- Egypt's influence in the MENA region and beyond makes this a key area for continued strategic engagement.

### **Ghana**

ICoCA carried out a lengthy and comprehensive mission to Ghana, building on previous engagement and capitalising on momentum generated by a new administration and increasing attention from the extractives sector.

- The mission was enabled in part by introductions from the Client Working Group, which proved instrumental in stakeholder engagement.
- ICoCA engaged with a wide range of actors including regulators, certification and standards bodies, PSCs, CSOs, and the Voluntary Principles (VP) In-Country Working Group.
- Key highlights included:
  - Participation in the UN Business and Human Rights Forum Africa 2022, WAMS 2024 and Mining Indaba 2025
  - Two ICoCA-certified companies: Landmark Security and Yutees Security Services
  - A May 27 Workshop co-hosted with the VP In-Country Working Group, attended by 40 participants
  - Presentation of Ghana-specific data on working conditions in the extractive sector, including a GGM case study
  - Participation in Mining in Motion and WAMPEX 2025
  - Meetings with the Ghana Standards Authority, which is exploring ISO 18788 accreditation
  - Ongoing membership discussions with Protea Coin Ghana, Offin Security, G4S Ghana, Saladin Security, Omega Ghana, Megaforce Security and Mace Security
  - Active engagement with the Association of Private Security Organisations of Ghana (APSOG)
  - Agreement to pilot a Training of Trainers (ToT) programme in Ghana, with a follow-up workshop to formalise the framework
  - A letter of invitation is being finalised in collaboration with the Police Commissioner, encouraging the Government of Ghana to join ICoCA



#### Key Discussion Points

- Board members emphasised the need to strengthen engagement with clients, particularly those focused solely on low-cost procurement, and discussed strategies to incentivise responsible contracting.
- The importance of closer coordination between ICoCA and the Voluntary Principles Initiative (VPI) was underlined. Questions were raised regarding the extent to which VPI promotes ICoCA membership within its own tender processes.
- There was a call for a more strategic approach to engagement with national authorities and clients, highlighting the need to position private security within broader global supply chain due diligence efforts.

#### Other Engagement

The Secretariat reported on the U.S. Roundtable held during the first week of June, as part of ongoing efforts to strengthen ICoCA's visibility and engagement with stakeholders in North America.

- The roundtable focused on key thematic areas, including critical minerals and maritime security, both of which are of increasing relevance to ICoCA's mandate.
- The event included a productive exchange with the U.S. State Department, and discussions were described as highly constructive.
- Maritime security emerged as a particularly important topic, with clear interest in continued dialogue.
- The roundtable also served as an opportunity to consolidate ICoCA's engagement with U.S. government authorities, ensuring relevance to evolving priorities and global supply chain concerns.

#### 6. Working Conditions

In the first half of 2025, as part of its 2024–2030 Working Conditions Strategy, ICoCA launched three initiatives in Kenya, alongside a country visit from 22 to 30 April. These focused on improving working conditions for private security personnel, building community trust and strengthening local civil society.

- ICoCA partnered with the Kilimani Project Foundation, a Nairobi-based CSO, to train 200 guards in professionalism, self-defence and discipline, formalise employment contracts with six local security firms, provide mental health support and run a two-month advocacy campaign highlighting the role of guards.
- The second, and most prominent, initiative was a photographic project developed with renowned photographer, which documented the daily lives, challenges and dignity of private security guards both on and off duty. The project aimed to humanise a largely invisible workforce, raise awareness of their working conditions and support advocacy for rights-respecting practices. To complement this, ICoCA organised a workshop for local Nairobi-based CSOs to build capacity in visual storytelling, with training on ethical photography, consent, trauma-informed approaches and technical skills such as lighting and composition. This aimed to strengthen local monitoring efforts and amplify community voices.



- A film synopsis, *UNSEEN*, was also developed with Kenyan company to raise support for a documentary capturing guards' experiences. This project complements the photographic work and is intended to be presented in conjunction with it.
- Next steps include exploring the possibility of exhibiting the photography in Geneva, seeking funding to expand the project and workshops to countries linked to the EU initiative, and carrying out six additional working conditions studies in DRC, Nigeria, Mozambique, Colombia, Guatemala and Iraq. An advocacy plan is being developed to engage governments and private security clients, with working conditions remaining a cross-cutting theme throughout ICoCA's activities.

## 7. Wrap up

The Chair and the Executive Director thanked all Board Members and participants for their active engagement, valuable insights and continued commitment to ICoCA's mission and goals. The Board meeting was officially closed at 6:00 PM.