

ICoCA Q4 – 2025 Board Meeting
20 November 2025
Virtual

Minutes

Present (Board)

- Frédéric Chenais (Chair)
- Alyssa Mellon
- Carmen Rosa De León-Escribano
- Vicky Bowman
- Caleb Wanga
- Amanda Wall
- Michelle Quinn
- Joan Fontaine
- Chinwike Okereke
- Shoujun Cui
- Hasan Wahhab

Present (Observing/Supporting)

- Orlando Bianchetti (CH)

Present (ICoCA Secretariat)

- Christopher Galvin (Head of Communications & Outreach)
- Tom Mather (Compliance Manager)
- Jamie Williamson (Executive Director)
- Dina Chantre (HR and Office Manager)
- Valentina Potapova (Membership Development Officer)
- Nada Bessassi (Membership Officer)
- Tamiliniyaa Rangarajan (Editorial and Research Intern)
- Florie Barbotte (Communication and Marketing Officer)



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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 the Q3 Board meeting minutes.

3. AGA Sessions

The Secretariat presented the Annual Assembly sessions.

The Chair and Board commended the Secretariat for producing the annual report.

- AGA Content Discussion:
 - o The AGA plenary session will include a review of the annual report and confirmation of the previous year's audited reports and financial statements. Pillar meetings will incorporate brief discussions on the report.
 - o The Board was informed of the launch of the first annual Responsible Security Awards.

- Governance updates noted:
 - o One seat is open for election in the CSO pillar.
 - o One seat is open for election in the PSC pillar.
 - o A potential rotation and possible nomination of a new Chair within the government pillar.
 - o A vacant government-pillar Board seat requires filling.

3.1 PSC Pillar Meeting Content

It was agreed that PSC Pillar meeting content will incorporate elements focused on critical minerals and human trafficking. The agenda is to be finalised.

3.2 CSO Pillar Meeting content

The CSO Pillar Board members have already drafted an agenda for the CSO Pillar meeting, and the only changes will be to add a discussion on critical minerals.

3.3 Government Pillar Meeting Content

- Chair Replacement & Membership:
 - o Government Pillar to discuss replacement of the Chair.
 - o Further engagement with Canada highlighted as a priority.
 - o ICoCA must also address strategies to increase government membership.
 - o Draft agenda to be circulated.

3.4 Observer Meeting content

- Quarterly Meeting Context:
 - o ICoCA meets with a subset of observers on a quarterly basis.
 - o The AGA meeting will be the final quarterly meeting of the year, covering a six-month plan.
- Content Discussion:
 - o Critical minerals identified as a key theme (critical, transitional, strategic).
 - o Need to increase participation from certification bodies as observers.
 - o Consideration of creating categories within the observer group (e.g., clients, certification bodies).
 - o Working Groups:
 - Recommendation to establish a maritime security working group.
 - Explore creating smaller, issue-specific working groups to enable more focused discussions on key private security industry topics.
- Observer Structure:
 - o Recognition of the need for a clearer structure to manage the 70–80 observers effectively.

4. Code Amendments

- Notification:
 - o The Secretariat informed the Board of several non-substantive amendments to the Code.
 - o These amendments had been approved at the previous Board meeting.
- Requested Change:
 - o One adjustment was proposed: update terminology from “use of force *policy* and procedures” to “use of force *policies* and procedures.”
 - o Aim: ensure consistent terminology across all communications.
- Application:
 - o Changes to be reflected in:
 - Paragraph 29
 - Paragraph 59b
 - Contents page (update “rules for the use of force” to “use of force policies and procedures”).
- Decision:
 - o The Board approved the terminology change.
 - o Updates will be communicated to members and reflected in the specified areas of the Code.

5. Responsible Security Awards

- Background:
 - o The Secretariat presented an overview of the Responsible Security Awards
 - o Purpose: collect and showcase best practices across the industry.
- Submissions:

- 24 submissions received.
- Plan to develop 8–9 mini-cases highlighting each organisation’s best practices.
- Noted that some submissions did not align with the “just transition” theme.
- Awards:
 - Four awards to be given:
 - Two for PSCs (Member + Affiliate)
 - One for CSOs
 - One for Innovation
 - A small committee of Board members selected winners for each category.
 - Winners have been chosen but will be announced at the AGA.
- Case Studies:
 - Two of the four winners selected for in-depth, on-site case studies.
 - These case studies are being scheduled for early next year.
- Supplementary Activities:
 - ICoCA plans a series of podcasts and webinars to accompany the case materials.
 - All case studies will be published on the website under the case map.

6. Any Other Business

Funding and Organisational Growth

- Recognition of current context: mass funding cuts affecting IOs and NGOs.
- Despite this, ICoCA is growing and progressing in the right direction.
- Emphasis placed on the need for resource support to sustain growth and avoid stagnation.

AGA Preparation

- Pillars will continue to work on their respective agendas in the coming days.
- The Board must vote on the amendment to the Code.

Priority Areas for ICoCA

- Ukraine
- Maritime security
- Southeast Asia
- Critical minerals

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 5:00 PM.