



The
Responsible
Security
Association

ICoCA Q2 – 2026 Board Meeting

30 June 2026

Virtual

Minutes

Present (Board)

- Schmidt Tartagli Dagmar (Chair)
- Alyssa Mellon
- Carmen Rosa De León-Escribano
- Vicky Bowman
- Michelle Quinn
- Chinwike Okereke
- Didier Ronchon
- Esteri Mugurwa
- Oliver Lewis

Excused: Joan Fontaine

Present (Observing/Supporting)

- Frédéric Chénais (CH)
- Geneviève Tremblay (CA)
- Louise Divers (Seconded Amarante)

Present (ICoCA Secretariat)

- Christopher Galvin (Head of Communications & Outreach)
- Hanif Dewi (Finance Officer)
- Jamie Williamson (Executive Director)
- Dina Chantre (HR and Office Manager)
- Valentina Potapova (Membership Development Officer)
- Florie Barbotte (Communication & Marketing Officer)



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1. Agenda

The Chairperson opened the meeting at 3:00PM 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 the [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/Certification

The Secretariat presented an update on membership within the Industry Pillar.

It was reported that the Industry Pillar currently comprises 192 private security companies, with over 50% being certified members. This represents a significant shift compared to previous years. Based on current trends, membership is projected to reach approximately 210 companies by the end of 2026.

In terms of operational reach, ICoCA members and affiliates are active in 107 territories, including 97 countries and 10 maritime areas.

During Q2, new private security companies joined ICoCA from the Democratic Republic of Congo, Egypt, Haiti, Iraq, Kenya, Uganda and the United Kingdom.

The Secretariat also highlighted continued growth in the East African Community (EAC), where ICoCA now has companies headquartered in 6 of the 8 member states. An application from a Rwandan company is currently under review.

4. Ukraine Mission & Next Steps

The Secretariat provided the Board with a debrief of the third ICoCA visit to Ukraine, conducted by Antoine Perret and Valentina Potapova from 8-12 June 2026.

It was noted that this third visit marked a shift in ICoCA's engagement strategy. While the first visit (March 2025) was exploratory and the second visit (October 2025) focused primarily on engagement with the private security sector, the June 2026 visit placed greater emphasis on engagement with Ukrainian authorities and the development of relationships with civil society organisations (CSOs).

Discussions with the Ukrainian authorities focused on the international regulation of private security, opportunities for continued cooperation with ICoCA, the possibility of establishing a local ICoCA presence in Kyiv and prospects for future government membership. The Secretariat also highlighted that Ukraine is currently considering reforms of its private security legislation. Several ministries are involved in the process, including the Ministries of Economy, Defence and Internal Affairs, and the institutional lead for the reform remains under discussion.

The Secretariat reported positive engagement with Ukrainian civil society organisations. Discussions highlighted strong interest in responsible security governance and identified opportunities to establish a structured CSO network. As a concrete follow-up, meetings resulted in the development of a concept for a joint research initiative examining the internationalisation of Ukraine's private security expertise and the governance implications of emerging drone-enabled security services.

The Secretariat also met with several prospective private security companies.

The Board was also informed about the joint UNDP–ICoCA initiative examining the nexus between disarmament, demobilisation and reintegration (DDR) and the private security sector. Ukraine will serve as one of four case-study countries, alongside Nigeria, the Philippines and Colombia. An expert meeting is planned for October 2026 in Geneva to inform the next phase of the programme.

Overall, the Secretariat concluded that the visit demonstrated growing interest among government, civil society and industry stakeholders in engaging with ICoCA. The Secretariat noted that Ukraine presents significant opportunities for ICoCA to contribute to regulatory reform, facilitate multi-stakeholder dialogue and support the development of responsible security governance.

5. Client/Observer Expectations

The Secretariat provided an overview of ICoCA observer engagement to date concerning ICoCA observers who are large multinational companies that contract the services of private security providers. There are currently 14 companies that have joined ICoCA as observers and are members of the “ICoCA Client Working Group”. At least 2 of these companies over the last 12 months have decreased their engagement in ICoCA, one by dropping the only global requirement for ICoCA as well as by reducing dedication of a resource person to represent their company in the Client Working Group, and the other company has stopped attending Client Working Group meetings and not responded to emails.

Questions were raised about what “clients” are doing to fulfil the commitments they made when joining ICoCA. When clients join as observers, they commit to “demonstrate support for the principles of the Code and the purpose of the Association”. Article 2.2 of the Articles of Association on the purpose of the Association reads “...to promote the responsible provision of security services and respect for human rights and national and international law in accordance with the Code”. The Board was asked to define what “demonstrate support” means in practice for ICoCA observers.

Currently, only one of the 14 companies that have joined as an observer has a global requirement that all of its security providers join ICoCA. For some companies with complex and large supply chains, mapping their security supply chain can itself be a significant challenge.

One board member mentioned ICoCA’s relationship to the Voluntary Principles. There were some concerns raised about potential anti-trust issues if ICoCA was to make ICoCA membership requirements mandatory for ICoCA observers. One suggestion was to make ICoCA membership a weighted preference and/or provide additional points for ICoCA membership/affiliation.

The Canadian government expressed interest in exploring additional requirements for observers. One observer application from a company that is a state-owned enterprise had initiated discussion about the need for disclosure on state ownership/shareholding when companies apply to join as observers. This also opened a broader discussion on expectations of observers more generally and what

demonstrating support for the purpose of the Association (Article 2.2) should look like in practice. From a list of potential requirements that was presented, the easiest to implement/low-hanging fruit would be:

1. All entities declare whether the state has a shareholding, full or partial ownership of the company on application. (US government concurred)
2. Public disclosure of the companies' approach to Article 2.2 and private security human rights due diligence and ICoCA observer status.

Discussion took place about the potential to bring more non-observer companies to the table. The US government was interested in knowing what the incentives are to attract companies to join as observers, what are the benefits of observer status. A number of reasons for engagement were provided, including investor pressure, regulatory and legal requirements, c-suite leadership or other leadership, public relations and disclosure incentives including balancing bad news.

A question was asked about fee requirements. Multi-nationals are expected to pay an annual due of USD 1,000 and it was recognised that this is a low amount, due to legacy issues. Rather than the potential to generate annual dues from observers, it is more in the interest of the Association for ICoCA observers to drive up corporate membership in ICoCA, which would both drive-up standards in the industry and help bring in more financing for the Association. The Board requested the Secretariat send recommendations for next steps. The Board requested ICoCA to send recommendations of requirements by clients as well as strategies for engagement with a broader set of clients than those represented as ICoCA observers.

Secretary Note:

Based on Board feedback, the ICoCA Secretariat plans to consult members of the Client Working Group to inform recommendations for expectations of clients to be relayed to clients when they apply to join ICoCA as observers. The ICoCA Secretariat plans to also provide a client engagement strategy for non-observers which will include leveraging the Board.

6. Funding/Project Proposals

Recognition was made for the important core support that the Swiss government has provided the Association since its founding. The ICoCA Secretariat presented an overview of ICoCA's current project funding:

- Swiss Ukraine Project
- EU Funded Corporate Accountability Initiative
- EU Funded CRM-Secure
- US DOS Cooperative Threat Reduction (CTR) Ecuador & Peru
- DCAF Mozambique

In addition, ICoCA is increasing its offer of advisory services. Current contracts include:

- FIFA World Cup 2026
- IOC/COJAJ Africa Youth Games 2026
- PMI & ABB Training Platform access

A number of proposals have been submitted for which ICoCA is awaiting feedback, as follows:

- US DOS Regulator Engagement LATAM
- US DOS Client Engagement LATAM
- Geneva Foundation for the Adaptation of International Geneva (FAGI)
- Norad extension of Corporate Accountability Initiative

Despite these efforts and the membership growth, ICoCA is facing a financing gap of between CHF 250,000-CHF 500,000 for Q4 2026. This is a result of significant drop in value of the US Dollar against the Swiss CHF (ICoCA invoices membership dues in US Dollars). The UK government, which was a major funder for ICoCA since inception, due to cuts in UKAID and reorganisation of UK FCDO, has so far not committed any contribution to ICoCA for 2026/27. Cuts to foreign aid budgets are occurring in other countries, including ICoCA member governments. Swiss core contribution to ICoCA has been stands currently at CHF 320,000 as compared to CHF 380,000 in 2025. Further reductions are anticipated in the years ahead as governments channel more funding into defence spending.

ICoCA presented a fundraising strategy for the next 6 months to try and close the funding gaps:

- Continue membership dues recovery
- Membership growth through more aggressive client engagement
- Scale advisory services including:
 - Responsible Security Provider Assessment (RSPA)
 - Pay-to-play training platform access
 - Responsible Security Index
- Explore corporate sponsorship opportunities (responsible security forums, country strategy engagement)
- Continue to submit proposals to calls
- Explore foundation engagement through partnerships with organisations that already have foundation support
- Seek core/project funding from government members where ICoCA projects align to national security, defence and trade priorities.

Secretary Note:

Norad and US DOS Client Engagement LATAM were unsuccessful, US DOS Regulator Engagement LATAM is still under consideration

7. 2026 AGA - Format, Board Elections, Industry Region Proposal

The Secretariat presented the 2026 Annual General Assembly (AGA) sessions, outlining the proposed format, schedule and key organisational decisions. The Secretariat also presented the upcoming Board elections, including the list of Board members reaching the end of their term, the proposed election timeline and a proposed change to the Board regions for the industry pillar.

Key points discussed:

- **2026 AGA format:** The AGA will be held online, as in-person attendance would involve prohibitive travel costs.
- **2026 AGA schedule:** A single session per day is recommended, to avoid overlapping sessions and the need for participants/Secretariat to choose between concurrent streams.

- **Board elections:** Several Board members (Industry and CSO seats) are reaching the end of their term; some are eligible to apply for a second term.
 - **Election timeline:** call for nominations and voting periods (30 days each) were proposed, with voting concluding ahead of the AGA plenary (30 November – 4 December 2026).
- **Proposed change to Board regions for the industry pillar:** Industry pillar membership has been strong but geographically uneven, prompting the Secretariat to recommend a readjustment of Board regions. The Secretariat noted that separating Arabic-speaking North Africa from the rest of the Middle East has not been optimal, given commonalities between, for example, Libyan and Iraqi security companies, and that the current structure provides limited focus to maritime companies. The proposal is to create a dedicated maritime region with a Board member from a maritime private security company, to combine Europe, Asia and the Americas into a single region, and to move North Africa into the Middle East region — resulting in three broadly equal pillars plus a fourth maritime pillar.

A Board member expressed overall support for attention to maritime companies and its objective of improving representation. The Board member highlighted the need for further clarification on the proposed regional groupings, particularly the inclusion of North Africa within the Middle East grouping and the creation of a broader Europe–Asia–Americas grouping. The Board member also noted the importance of clearly explaining the rationale behind the different grouping approaches and how a single Board member would effectively consult and represent such diverse constituencies.

Further discussion will take place ahead of the next Board meeting.

8. Next cycle of Responsible Security Awards

The Board was presented with the proposal for the second edition of the ICoCA Responsible Security Awards, following the successful launch of the initiative in 2025. The 2026 edition will focus on Goal 4 of the ICoCA Strategic Plan: Responsible Use of New Technologies in Security, highlighting good practices related to the responsible deployment of emerging technologies.

The initiative aims to identify, document and share practical examples of responsible security technology use aligned with the ICoCA Code. With funding, the Awards would produce mini case studies from selected submissions, as well as in-depth case studies involving deeper documentation and site visits. These outputs would support knowledge sharing, webinars, training materials and increased visibility of responsible practices across the sector.

It was noted that, without additional funding, the Awards could proceed in a reduced format, limited to mini case studies only, without the development of in-depth case studies or associated dissemination activities. The Board was invited to consider sponsorship, with an estimated funding requirement of approximately GBP 20,000 per in-depth case study, to maximise the initiative's impact.

9. Wrap up

The Chair summarised that the Annual General Assembly would be held virtually over the course of one week, with different sessions scheduled in the afternoons. The Chair also highlighted the

expectations of clients and the need to further strengthen support for the Secretariat, including identifying areas where additional support could be provided.

The Chair and the Executive Director thanked all Board Members and participants for their active engagement, valuable contributions and continued commitment to ICoCA's mission and objectives. The Board meeting was officially closed at 6:03 PM.