

**THE EFFECTIVENESS OF PRIVATE SECURITY ORGANISATIONS IN PROVIDING  
SECURITY IN UGANDA: A CASE OF SARACEN UGANDA LTD AND G4S SECURITY  
SERVICES UGANDA LTD.**



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ORGANISATIONS IN PROVIDING SECURITY IN UGANDA: A CASE OF SARACEN  
UGANDA LTD AND G4S SECURITY SERVICES UGANDA LTD.**

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AWARD OF MASTER OF ARTS DEGREE IN DIPLOMACY AND INTERNATIONAL  
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## **DEDICATION**

This work is dedicated to my parents for great support given to me during my studies.

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## **DEFINATION OF OPERATIONAL TERMS**

**ARMOURED CARS:** Gunship vehicle used in internal security and armed escorts

**CRIMES:** Illegal activities which leads to punishment by the law.

**CRIMINAL RECORDS:** All illegal activities committed by a person.

**COALITION FORCES:** The Multi-National army

**COMMERCIAL LAW:** Rules of the state governing business or trade.

**EX-CONVICT:** Someone that was sentenced to prison in past.

**EX-OFFICIOS:** Someone's position in a former group

**FIREARMS:** Any gun that can be easily carried including guns, rifle, Pistol and a revolver.

**GUARDS:** Private security personnel

**INSPECTOR GENERAL OF POLICE:** Commander in chief of Police.

**INSURGENT:** A rebellion against an established state.

**MILITARY:** Armed forces authorized to use deadly force and weapons to protect the interests of the state its citizens.

**PRIVATE CONTRACTORS:** An independent company or organization providing armed or unarmed combat, combat support, security or security advisory services.

**LETHAL WEAPON:** Any object used by Private security personnel that can kill.

**NON-LETHAL WEAPONS:** Any object used by Private security personnel that can not kill.

**PRIVATE SECURITY SECTOR:** A private security company is a business corporation, which provides armed and unarmed

**REGULATIONS:** A rule dealing with the details and procedure backed by force of law.

**ROCKET-LAUNCHERS:** Any device that launches a rocket-propelled projectile.

RECORDS: Detailed information about an activity or equipment

SECURITY OPERATIVES: Individuals working for security organs.

PEACE: Freedom from disturbance.

.RECRUITS: A new member of Private Security Organization.

SECURITY RISKS: Threats that can destabilise peace and tranquillity in the community.

RECRUITMENT PROCESS: process of conscripting new personnel in private Security organisations.

RECRUITMENT ORGANISATIONS: Labour organization that employs new personnel on behalf of their clients.

RADIO CALL HANDSET: Telecommunications system for transmission of speech over radio.

STAKEHOLDERS: Individuals who may affect or be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project.

WEAPONS: Any object used by Private Security personnel on their duty.

UGANDA POLICE ACT: A statutory plan passed by parliament or any legislature which is a "bill" until enacted and becomes law.



## **LIST OF ACRONYMS**

CCTV	Closed-circuit television
PSOS	Private Security Organisations
IANSA	International Action Network on Small
SOPS	Standard Operating Procedures
IGP	Inspector General of Police
NRM	National Resistance Movement
SAS	Special Air Service
PMSCS	Private Military Security Companies
UPDF	Uganda Peoples Defense Forces

## **ABSTRACT**

The study aimed at assessing the effectiveness of two private security organisations providing security in Uganda, from the time they were started, guided by the three objectives of tracing the history and records of operations of two security organisations in Uganda; assessing the effectiveness and problems faced by the two security organisations and, identifying the measures that can help to serve well that are suggested by management and security operatives and the community organisations where they have ever served and are serving now.

Respondents from Saracen (U) Ltd and G4S personnel were selected using purposive sampling technique of non-probability sampling method because it suited the study and only involved respondents who were readily available at the time of filling questionnaires and interviews while the 30 respondents on the side of private security companies' clients from Central division of Kampala Capital City Authority were selected using Random population sampling technique of probability sampling method to give all the selected private security organization' clients equal opportunities to be selected to contribute to the study.

The study used a case study design and survey design in which the researcher thoroughly studied a relatively small number of Private Security Organisations and made inferences to entire Private security Organisations in the study. The survey study design helped to obtain data from respondents who are consumers of protection services in the community.

The Study found out that the majority of private security clients have hired both armed and unarmed security personnel. As it was found out in the study 17 respondents preferred hiring both armed and unarmed Private security personnel for different reasons of which the unarmed personnel sit at the reception to receive and guide visitors of their offices while the armed private security organisations are supposed to maintain peace and security at the premise.

The study recommends that if the private security organisations are to achieve excellence in private security services, both Saracen (U) Ltd and G4S should equip all guards with all the necessary equipment to guards as well as consulting the Uganda police especially to establish if the ex-service men and women they want to recruit were honourably discharged for army and have no criminal records to avoid making private security organisations a hide out for criminals among others.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Introduction**

This chapter presents the background of the study, the statement of the problem, the general and specific objectives. The chapter also presents the research questions, describes the scope of the study, gives its significance and justification, and presents the definition of key terms used in this research and conceptual work with its illustration. It contains an explanation of the theoretical background and historical perspective. People entering Banks and other sensitive places, encounter private security guards. Their presence is both preventive and remedial but do they have the capacity to do the job? Are they adequately equipped for the task? Do they meet their expectations? These and other questions underpinned the study.

### **1.1 Conceptual background to the study**

The word security emanated from the Greek word se-cura, meaning to be in a state of no fear. Security is the degree of protection against danger, damage, loss, and criminal activity. Security as forms of protection is structures and processes that provide or improve security as a condition (Adegoke, 2008:13)

According to Adegoke (2008:13), the concept of security keeps changing from its original conceptualization. Traditionally, the state is the custodian and ultimate beneficiary of the monopoly use of violence especially when one considers the intellectual view(s) of some theorists like Thomas Hobbes (1962) and Max Weber. Thomas Hobbes (1962) argued that the essence of a state is to guarantee the security of lives and property and ensure law and order through its political sovereignty and monopoly of violence.

The Institute for Security and Open Methodologies (ISECOM) in the OSSTMM defines security as "a form of protection where a separation is created between the assets and the threat". This includes but is not limited to the elimination of either the asset or the threat. Security as a national condition was defined in a United Nations study (1986), so that countries can develop and progress safely. But in contemporary times, the definition of security goes beyond the traditional military ways of protecting the state against internal and external aggression. The fact is that since the end of the cold war, security management has assumed a new dimension. External threat to security resulting from international hostilities and aggression that characterized the cold war era has been replaced with non-traditional security threats like information warfare, drug trafficking, nuclear pollutions, disease epidemics like HIV-AIDS, corruption, human trafficking (internal) insurgency, among others (Kasah, 2009). Although the term security has been used in previous pages without question, there is no universal agreement on a definition. But there is basic meaning of security among them, simply denoting the protection of lives and property. Security is an all-encompassing condition in which individual citizens live in freedom, peace and safety; participate fully in the process of governance; enjoy the protection of fundamental rights; have access to resources and the basic necessities of life; and inhabit an environment which is not detrimental to their health and wellbeing (South Africa white Paper on Defence, 1996)

King and Murray (2001) defined human Security as safety for people from both violent and non-violent threats. Human security is therefore, freedom from fear and want. Rothschild (1995) observes that human security complements state security in four respects; Its concern is the individual and the community rather than the state; Menaces to people's security include threats and conditions that have not always been classified as threats to state security; The range of actors is expanded beyond the state alone. The Uganda constitution provides for the Uganda Police Force to protect life and property, preservation of law and order, prevention and detection of crime, cooperation with other civilian authorities. According to Mutebe (2017) in order to effectively implement those functions, the police has to deal with challenges related to human resources, financial and infrastructure problems. The police to people ratio according to him is 1:900 yet internationally, the UN recommends 1:500. The lack of human resources and the associated issues regarding the increasing population to about 35 million Ugandans, Police

effectiveness is in disarray. To provide the desired results, there was need to enhance or reinforce with the establishment of private security organisations.

Finally, achieving human security includes not just protecting people but also empowering people to defend themselves. After all, with the high population especially, urban population characterised by high crime rate make the Public security not proportionate and therefore, the need for private security organisations to partner up with the government security organisations.

Private security organisations have continued to be registered to provide supplement security services both globally, regionally and nationally to provide security related and crime preventive services including guarding escorting persons of dignitaries, on-site materials, goods on transit, airport and maritime security, offices and equipment, residence, Cash in transit, financial institutions, CCTV camera surveillance and security of public places like markets, churches, universities, schools, shopping malls and entertainment centres.

Important to note is that, communities' security demands and low ratio of police to Population were among the main factors that gave rise to private security organisations in the whole world. UN News centre (July 6, 2011) indicates that the number of private security guards is now almost twice that of police officers. Uganda Police force (2014), on the other hand notes that with Uganda police to population ratio remaining very low and standing at one police officer per 1863 people which is below the international ratio of 1:500. It is thus important to relinquish some police functions to private security organisations as one way of filling up the security gaps.

United Nations Office on drug and crime (2014:1), shows that the other reasons for the growth of the civilian private security industry in recent decades includes growth in and fear of crime, which drives individuals and organisations to enhance their security in order to protect themselves more effectively, the inability of the public police to provide the services that people and organisations demand, privatization programmes that expand private-sector involvement, the growth of mass private property, such as shopping malls, football stadiums, the growing risk of terrorism, which means that greater protection is required at places at risk from such attacks.

Private security organisations therefore, partner with state security operatives in maintaining peace and security by playing crime prevent role despite challenges they face like earning meagre salaries, working for long hours without rest, being subjected to salary reductions to buy their organisations full uniforms, heavy fines in form of salary reductions in case of offences and being mistreated at sites of deployment.

Private security guards however, do pose security troubles, which causes mixed reactions and wonders if they have really contributed to the maintenance of peace and security or if they have actually caused insecurities instead. In Uganda for example, Daily Monitor (June 9, 2012), shows that Private security guards top the list of crimes committed by security personnel citing 2011 police an annual crime report that shows that private guards committed 339 crimes, followed by police with 164 crimes with the soldiers of the UPDF ranking last with only 106 criminal cases.

Other crimes committed by Private Security Organisations include stealing the clients' money at the premises, getting involved in diverting vehicles and stealing most cash in transit. Kirunda (2008), indicates that in May and December 2005, private security guards working for Securicor Grey made off with US\$1.2 billion (equivalent to US\$690 million) belonging to Stanbic Bank, which was being transported from Mbale to Kotido, of which only US\$900 million (US\$517 000) was recovered. He notes that, in another incident, a bullion van transporting US\$700 million (US\$402 000) from Mbale to Iganga was diverted and the money was also stolen by guards working for Securicor Grey and later abandoned the bullion vans were later tracked. There could be other problems associated with private security organisations which are not yet known and this is why there should be further research in this area.

## **1.2 Theoretical background to the study**

To analyze this approach of Private security organisations contribution in maintaining peace and security, the task is the exclusive function of the public security institutions. This forms the major thrust of Thomas Hobbes (1588-1679) social contract theory which noted that security and order could only be achieved by a contract in which all citizens would give up all their individual powers to a central power (the sovereign) in return for the protection of life and property.

However, as individuals acquire more and more property and become more insecure, it becomes disagreeable to modern crime control strategy due to the enormous crime problems and its

consequences that the state must monopolise the provision of the security. This creates room for the adoption of Robert K. Merton (1910-2003) structural functionalist theory on “functional alternative” which submits that, it is not only the consequences of formalized social institutions that makes the society work, but that other functioning cultural institutions can play the same role. Therefore, people should be willing to admit that there exist various structural and functional alternatives that can perform the same task in the society. This assumption explains the fact that the Uganda Police alone cannot on their own solve the complex crime problems in our society, thus the need of private security organisations to contribution in crime prevention as new ways promoting peace and security in addressing the present situations by having coordinated responses to diverse Ugandans’ safety problems.

### **1.3 Historical Background to the Study**

The formation of private Security Organisations across the whole world was a gradual process.

According to Holmqvist (2005:2), the incidence of the supply of military services by private actors is as old as war-fare itself. Holmqvist (2005:2) explains that ancient armies, from the Chinese to the Greek and Roman, were to a large extent dependent on contracted forces, as was Victorian Britain, the Italian city states of the renaissance period and, most of the European forces during the thirty Years’ War of 1618–48. Holmqvist (2005:2) further indicates that private actors have played a role of every contingency since the American Revolutionary War of 1775–83. Characters such as ‘Mad Mike’ Hoare, the former British soldier who during the 1960s headed a group in the Belgian Congo called ‘the Fifth Commando’ (commonly known as ‘Les Affreux’, or The Horrible), and former French soldier Bob Denard, who Served alongside Hoare in the Congo and later independently in Biafra, Chad, Morocco and Rhodesia, contributed to the image of the lone mercenary in Africa’s post-colonial wars. Holmqvist (2005:2)

However he notes that instances of mercenary activity during the 1960s were sporadic and limited, with immediate personal financial gain the main motivation. Although isolated mercenary activity is still carried out today, it is related more to the realm of criminal activity than to the broader development of the private provision of security services.

The true rise of the contemporary international private military and security industry however, began in the early 1990s according to Holmqvist (2005:2), with the emergence of private security providers with clear corporate structures arguing that variety of both demand and supply side factors are associated with the rise of the current corporate security sphere and that the three factors are most often cited for the rise are the dominance of post-cold war free market models of the state, propelling a strong trend towards the outsourcing of traditional government functions; global downsizing of national militaries, providing a vast pool of trained former military personnel for recruitment by private companies and the gradual disengagement of the major powers from many parts of the developing world.

Holmqvist further argues that the other view of the emergence of private security service providers is a logical progression from the privatization of military goods production (the armaments industry) in Europe and North America. He elucidates that whereas all these factors have played a part in the broader 'privatization of security', the explanations for the industry's growth vary with the specific security contexts including weak or failing states, 'privatization' is essentially a misnomer, since consumers have turned to the private sector because of the lack of functioning Worden.

West's Encyclopaedia of American Law (2005) indicates that Allan Pinkerton, formerly a Chicago police detective, resigned in 1850 as a deputy and started the Pinkerton National Detective Agency. This private detective agency specialized in railroad theft cases, became the most famous organization of its kind. In 1866 Pinkerton Agency recovered \$700,000 stolen from the Adams Express Company and captured the thieves.

Later other security firms began to pop up including burglar alarm systems were designed by Augustus Pope and sold by Edwin Holmes in 1858. As Henry Ford's automobiles caught on, the need for large-scale commercial security arose. World War II brought the need for even more private security as war materials for the Allied countries and eventually America were in sharp demand. Wartime security set the standard for military production and defense companies who were now required to have detailed security plans and systems in place. As time goes on security systems have evolved with technology to fit small and large businesses of every variety and adapted to fit home security needs as well. Alarms systems are particularly popular crime



deterrence today. As state and local budgets continue to shrink, the need for private security will continue to rise as law enforcement monies are decreased.

Crime however, was the common factor behind the rise of private security organisations. Beryl Perkins (2006) shows that there are four phases in the evolution of Private security as in Reith's 4 phases in evolution of quest for security of the search for collective security, Need for rules and laws with some people not obeying laws and the means to compel observance of rules were found.

Focusing on Middle East, Iraq in particular, 2003 invasion of coalition forces of U.S.A and U.K led to the largest involvement of private contractors in the history of war and post-war reconstruction (Loverdos & Armendáriz, 2011:31)

Loverdos & Armendáriz (2011:31), explains that during the invasion of Iraq, U.S. military and Coalition forces would not guarantee public security; and as a result, in the absence of an effective government and any sort of national military and security apparatus that would counteract the threat posed by insurgent resistance and other dangers civilian contractors and other field players were forced to hire private security companies to provide for their own safety requiring a number of private military personnel and security guards deployment in the country and by 2007, the number of PMSCs personnel was said to outnumber U.S. troops in Iraq had drastically shot high compared to the first Gulf War, the proportion of contracted personnel is claimed to be 10 times greater.

The other historical background of private security organisations according to Beryl Perkins (2006) was the increase in governmental regulations, Public police inability to meet all needs, In-house security systems, Preventive philosophy of private security and high profits in private security which by 1990s had become a multibillion-dollar-a-year business as well explained in the Reith's 4 phases in evolution of Private Security Organisations.

Mourad (2012) elucidates that, Government in modern times have headed towards a new trend which is that of privatizing military affairs and encouraging Private companies to conduct what is inherently governmental and always belonged to the domain of the state armed forces

indicating that Egyptian Pharaoh Ramses II's use of hired private military forces in 13 century B.C.

International Institute of Security and Safety Management Newsletter (Volume 4, Issue 15 of May 11 – 17, 2015) shows that, between 1600–1700's, Security systems began to evolve in the thirteenth century A.D. particularly in response to England's Magna Carta and the Statute of Winchester. Both established security standards for individuals and towns such as the "hue and cry" as a way to apprehend criminals. Patrols and night watches were instituted as regulated alarm systems, along with locked city gates and highway clearance. The Bill of Rights reaffirmed these rights in 1689 under William and Mary, but soon it became clear that more measures were necessary. As many moved to cities, an increasing need for security arose among widespread crime, poverty, and violence. Harry Fielding was the first to envision preventative security systems in the form of a paid professional security force in 1748.

In Uganda, private security organisations emerged in 1990s with the liberalization of the economy in 1990s and had a lot in common with the rest of the world's private security formation processes.

Kirunda (2008:1) explains that the growth of private security organisations is facilitated by the desire to reduce the burden on state organisations of protecting their citizens. He argues that inadequate resources to equip state organs for their principal role of protecting the security of their citizens have been a major decision driver in the growth of the sector in Uganda and in Africa.

Kirunda (2008:1) further explain that the increase in numbers of the propertied class that need a secure environment in order to continue investing also created fertile ground for establishment if private security organisations in Uganda.

According to Kirunda (2008:8), many individuals and private organisations acquired a lot of property in 1990s after economy was liberalized. Kirunda (2008:8) explains that with economic liberalization many people become involved in economic activities and crime increased in such an environment, and the need to protect lives and property intensified. He further indicates that fear of crime led to the demand for private security services.

Kirunda (2008:8) points out that the population ratio remains very low and stands at one police officer per 1 473 people which is below the international ratio of 1:400 coupled with inadequate resources in the police force leading to police inefficiency and ineffectiveness were rife, especially from property owners that therefore, deemed necessary to relinquish some police functions to private security organisations as one way of addressing the problem.

According to G4S history available on its official website,

<http://www.g4s.com/en/Who%20we%20are/History/>, G4S is the former Securicor Plc which is a British multinational security services company with its headquarters in Crewley, West Sussex that merged with the Denmark-based Group 4 Falck to form G4S.

However, the true origin of G4S is traced back to 1901 when it was first founded in Copenhagen in 1901 by Marius Hogrefe, originally known as Kjøbenhavn Frederiksberg Nattevagt which translates as Copenhagen and Frederiksberg Night Watch, and subsequently renamed Falck. G4S has since its formation changed its name especially after buying and merging with other security companies.

In 2000 Group 4, a security firm formed in the 1960s, merged with Falck to form Group 4 Falck. In 2002 Group 4 Falck went on to buy the Wackenhut Corporation in the USA.

In Uganda alone, G4S Plc was first incorporated in 1998. At the present, G4S is the world's largest security company measured by revenues and has operations in around 125 countries continents of North America, Europe, Middle East, Asia-Pacific, Africa and Latin America with over 620,000 employees.

Comparing G4S with Saracen (U) Ltd, Saracen (U) Ltd is believed to have widest operational coverage in Uganda, with a wide expertise base in terms of rich background of the personnel and managers, wide range of services and also partner with other Saracen private security organisations at international level. Saracen (U) Ltd originated from South Africa, where Saracen Security organization is strong.

According to <http://www.slideshare.net/vospier/saracen-profile-2009> , Saracen (U) Ltd is already operating internationally with partner offices in South Africa, Angola, and Hong Kong offering a range of security service and international level expertise Comprising of a team of former senior x-service men and Police officers with a broad range of specialized skills from

South Africa, United Kingdom, Zimbabwe, and Uganda . However, G4S on International scene is still a giant and remains the oldest though new in Uganda compared to Saracen (U) Ltd which was first established in 1995 (<http://www.saracen.co.ug>).

It is common with the foundation of most of the private security organisations in Uganda, Security 2000 was also started by a retired army officer Late Lt. Col. Jak W. Bunyenyezi, a former Commanding Officer of the Uganda Army Paratroopers Training School assisted by other former army officers for the same regiment to train and polish up recruited guards who comprised of ex-army, police, prisons and young people fresh from secondary schools.

The last security under investigation of this study is Protectorate S.P.C-Specialist Protection Consultants founded by the Haworth family originally based in the UK mainly for corporate and VIP security, with close protection assignments for foreign royalty, celebrities and high-level business executives.

In Seeking new challenges and business opportunities, the family chose Uganda to expand their business and utilize their experience and philosophies to the optimum and also incorporated the organization in September 1998 solely handling manned guarding.

On August 1, 2010 Pinnacle Security Limited acquired Protectorate S.P.C 100% ownership and the management of Protectorate S.P.C in order to meet the high demand of security services in Uganda (<http://pinnaclegroup.co.ug/index.php?page=protectoratespc&sl=2&sd=4>)

Today, Protectorate S.P.C employs over 1,000 personnel with more recruits on training. Since 1998, the company has widened its range of services from manned guarding to Armed Response, Close Protection, Equipment Sales, 24-Hour Alarm Monitoring and 24-Hour Remote CCTV Monitoring and enjoys a comfortable market share of 12%, a large share in a very fragmented market, and is placed among the top five security companies in Uganda. (<http://pinnaclegroup.co.ug/index.php?page=protectoratespc&sl=2&sd=4>) However, there is no independent statistical evidence that Protectorate S.P.C has market share of 12% in Uganda as statistics about the market shares of other private security organisations is not available.

The rise of Private security Organisations therefore, was circumstantial; low police to population ratio, high crime rate, and liberation of the economy which enabled investment in Private Security business. Therefore, we can effectively track the background of private security services

from as far as man lived, and what he did to protect himself before government's security interventions.

#### **1.4. Contextual Background to the study**

Andy Bearpark and Sabrina Schulz (2007:73) puts it that private security phenomenon in Africa provides great opportunities but also poses severe risks. On the one explaining that private security companies (PSCs) have the potential to improve the security situation for people where the state fails to live up to its duties. This is if PSCs deliver their services in a professional and accountable manner. On the other hand, in the absence of professional standards, their activities may aggravate an existing security situation through leaving the underlying causes for insecurity unresolved.

Andy Bearpark and Sabrina Schulz (2007:73) on a sad note indicate that private security activity may be counter-productive especially when the security comes at a price that only the rich can afford thus excluding a majority of the population from its benefits. Such developments risk undermining long-term development efforts as well as fundamental tenets of the human security paradigm. Any effort to regulate the private security industry must take these dangers into account.

Benjamin Perrin (2008:5) explicitly indicates that In an attempt to balance security concerns with principles of neutrality and impartiality, some humanitarian organisations have hired local “guards” – armed and unarmed – to escort personnel and supply convoys, or to provide security at fixed locations to promote the neutrality and independence of humanitarian organisations because they are presumed not to be affiliated with state armed forces or non-state armed groups, who may otherwise have to be relied upon to provide protection. However, there are instances where these private Security organisations with its unarmed guards may have the facility to call upon armed back-up (which might even include armoured cars and rocket-launchers) ... making Aid staff surprised to find that in the event of a security incident there could be a rapid escalation and the use of sophisticated weapons since unarmed guards just using “flashlight and radio” at various sites are able to call-in armed response teams on short notice.

Benjamin Perrin (2008:19) further explains that the use of local guards has been a preferred security alternative among certain humanitarian organisations for several reasons including being knowledgeable about the players, politics, and language of the area of operations. It is assumed that locally hired guards however, there are several serious concerns with the hiring of local individuals to provide armed or unarmed protection to humanitarian organisations.

Local personnel may have ethnic or tribal affiliations with parties to the conflict. Hiring local guards may also result in a localized “arms race” because in order to provide credible deterrence, local guards must be equipped to repel local security threats is the broader impact of this practice.

Typically, statements about the use of private security firms by humanitarian organisations are very general in nature, withholding the identity of the organization, firm and scope of the contract for example, Larry Minear states that “humanitarian organisations have contracted with international security firms to provide protection for operations and personnel in places such as Sierra Leone, Angola and the Congo. Andrew Bearpark, who represents an industry association of British private security firms, has noted that aid organisations in Iraq and Afghanistan have resorted to private security companies.

What is apparent is that private security companies are engaged in a wide range of activities for humanitarian organisations, of which armed protection is likely a very small aspect (Benjamin Perrin, 2008:20)

According to Brasiliano, et al (2003), Private security sector has flourished because of the increasing audacity of criminals, a good preparation for the continuous and systematic implementation of innovations in readiness and prevention techniques that are required.

### **1.5. Statement of the Problem**

With the National Resistance Government-NRM taking over power in 1986 and liberalization of Uganda’s economy in the 1990s, many individuals and private organisations have since become involved in economic activities and acquired property especially in Uganda’s capital city, Kampala that had attracted the have-nots who were only surviving by braking into shops, Offices and residential houses. Having a lot at stake in such an environment, increase the need to protect lives and property which intensified the driving the demand for private security services.

Kirunda (2008), note that the fear of crime drives the demand for private security services. He explains that companies using the services of Public Security Organisations have a lesser chance of being victims of burglary. Leave alone these problems, the security guards have also been targeted and murdered in Uganda and deserve proper protection.

However, crimes caused by Private Security guards make Ugandans wonder if Private securities Organisations have really maintained peace and security or if they have actually caused insecurities. This study therefore, seeks to assess the contribution of these security companies as well as identifying the problems they have faced from the time they started.

### **1.6. Purpose of the Study**

This research study assessed the contribution of two private security organisations in maintaining peace and security in Uganda, from the time they were started, identified their problems and make recommendations. Findings were used to infer to the whole private security sector.

### **1.7. Specific Objectives of the study**

- (i) To trace the history and records of operations of two security organisations in Uganda.
- (ii) To assess the capacity and effectiveness of the two private security organisations.
- (iii) To identify the measures that can help to serve well as suggested by management and security operatives and the community organisations where they have ever served and are serving now.

### **1.8. Research questions**

- (i) What is the history and record of the two private security organisations in Uganda?
- (ii) What has been the capacity and effectiveness of the two security organisations in Uganda?
- (iii) What are the recommended measure suggested by management, operatives and the community members to improve the operation of the four private security organisations in Uganda?

### **1.9. Significance of the study**

The findings of the study will be useful to many individuals, organisations and different stakeholders involved in maintaining peace and security. Ministry of Internal Affairs may use

the findings to revise the Uganda police act used in registering and regulating private security organisations. Private security organisations may use the study findings to draft new strategies for recruiting, deploying and supervising its personnel country wide. The study findings will also contribute to existing knowledge on how private security organisations contribute peace and security in Uganda.

### **1.10. Justification of the study**

Given the growing of Private Security Sector and accusation of high rate of crimes committed by Private security personnel, this type of research is important. The study will also lead to the award of a Master of Arts degree in Security and Strategic Studies.

### **1.11. Scope of the Study**

#### **1.11.1. Geographical Scope**

The study was carried out in offices of Saracen (U) Ltd on plot 38 Rotary Avenue Lugogo Bypass and G4S Security Services (U) Ltd Plot 6 Nakasero Road, in Kampala, the capital city of Uganda. Data from upcountry offices and sites of operation of these organisations were also covered.

#### **1.11.2. Subject Scope**

The study focused on the history and operations of the two private security organisations in maintaining peace and security in Uganda, the effectiveness and strategies for improvement.

#### **1.11.3. Time Scope**

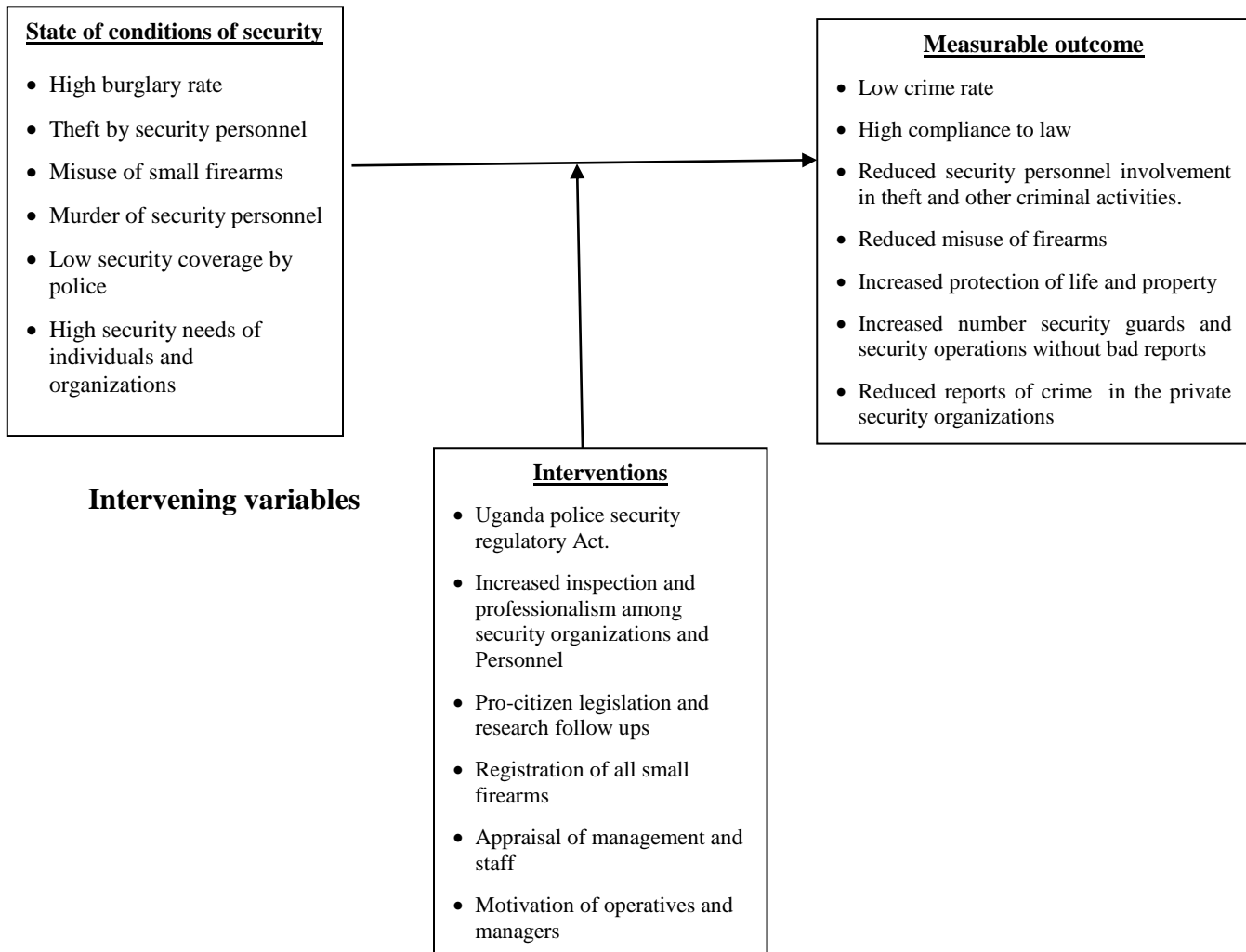
The study was carried out for three years, that is from June, 2014 to August, 2017. The researcher studied the two security organisations of Saracen (U) Ltd and G4S from the time of incorporation to date.



## Conceptual Framework

### Independent Variables

### Dependent variables



**Fig.1: Conceptual framework conceptualized by the researcher**

The model above shows the current state of conditions of security, the way security organization/ or managers are intervening to achieve the desired conditions of security in Uganda.

In current situation, there is a high burglary rate, theft by security personnel, and misuse of small firearms, murder of security personnel, low security coverage by police and high security needs of individuals and organisations which have prompted the government through its security agents to intervene through registering and regulating private security organization by enacting Uganda

police security regulatory Act, increasing inspection and professionalism among security organisations and Personnel; Pro-citizen legislation and research follow ups; Registration of all small firearms; Appraisal of management and staff; Motivation of operatives and managers.

These interventions are expected to achieve some measurable outcome of low crime rate; high compliance to law; reduced security personnel involvement in theft and other criminal activities; reduced misuse of firearms; increased protection of life and property; increased number security guards and security operations without bad reports; reduced reports of crime in the private security organisations and high morale among the operatives.

If the interventions achieve the entire measurable outcome, Uganda will apprehend and detain more criminals, have safety of properties and cash on transit, better handling and possession of firearms, peace and secure environment for carrying out business, more support relief for Uganda police department, increased support and recommendation for private security organisations.

However, some unexpected incidences and situations like political instabilities, drug abuse and high rate of unemployment can come in to distort the situation. Those conditions and situations should be controlled where possible. Low rates of crime targeting civilians has been recorded but this does mean it cannot happen in the future. Assessing the capacity of private security companies to handle the challenge when it happens is necessary and was partly the objective of this study which set out to ascertain their preparedness.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0. Introduction**

In this chapter, the researcher reviews the available literature related to the meaning of private security organisations, their historical back ground, their regulation, effectiveness and problems faced by Private security organisations in Uganda. However, there is scanty literature available in this field of research.

#### **History and records of operations of Private Security Organisations**

##### **2.1. Meaning of Private Security Organisations**

According to the office of United Nations Human Rights, office of High commissioner, a private military and/or security company as a corporate entity which provides on a compensatory basis military and/or security services by physical persons and /or legal entities. Compensatory basis here implies payments or salaries. However, the private security guards in Uganda are poorly compensated.

Strom (2010:2) argues that experts do not agree about what constitutes private security, and various definitions have been used in prior research. Strom (2010:2) explains that definitional differences tend to include the focus of job tasks, the influence of profit and the client, and the inclusion of products, such as the manufacturing, distribution, and installation of equipment and technology.

Gumedze (2007: 197) shows that private security as a concept means different to different people: to some, it means mercenaries, yet, to others, it means private military companies (PMCs) and private security companies (PSCs). Gumedze (2007:179) explains that others think of private security as including vigilantes and community police, while some do not see a difference between any of the above. Rightly or wrongly, much has been written on PSCs and PMCs and their association with mercenary activities (Nathan, 1997). Sometimes PMCs or “private military outfits” (and not necessarily PSCs) are recklessly likened to mercenaries (Juma, 2005: 436), without any consideration of the role they play in the contemporary security architecture.

Strom (2010:2) shows that RAND defined private security as all types of private organisations and individuals providing all types of security-related services, including investigation, guard, patrol, lay detection, alarm, and armoured transportation (Kakalik & Wildhorn, 1971b, p. 3). He explains that one common function across most of these services, according to RAND's study, is crime prevention and detection (p. 18).

Indeed, private security organisations in Uganda, guards, patrol their sites; install alarms and CCTV cameras for maximum security.

Strom (2010:2) cites Kakalik and Wild's broader definition of private security that includes physical, information, and employment-related security is a more accurate representation of the roles and responsibilities of private security, as opposed to the private police label applied by Kakalik and Wildhorn (1971b). Bottom and Kostanoski (1983) state that private security provides protection against not only crime but also four additional threats: waste, accident, error, and unethical practice.

To Kirunda (2008:1), the term 'private security' refers to security services provided to clients by non-state organisations. He explains that the term 'private security organisations' (PSOs) is used interchangeably with 'private security companies' (PSCs) because Ugandan legislation refers to private security providers as organisations rather than companies.

Private security therefore, is both armed and non-armed protection outsourced by citizens from registered security operatives which are not government organisations, which charge for compensation for their services.

## **2.2. Operations of Private Security Organisations**

According to Holmqvist (2005:2), the incidence of the supply of military services by private actors is as old as war-fare itself. He explains that ancient armies, from the Chinese to the Greek and Roman, were to a large extent dependent on contracted forces, as was Victorian Britain, the Italian city states of the renaissance period and, most of the European forces during the thirty Years' War of 1618–48. Holmqvist (2005:2) further indicates that private actors have played a role of every contingency since the American Revolutionary War of 1775–83.

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He further argues that the other view of the emergence of private security service providers is a logical progression from the privatization of military goods production (the armaments industry) in Europe and North America.

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investing also created fertile ground for establishment of private security organisations in Uganda.

He points out that the population ratio remains very low and stands at one police officer per 1 473 people which is below the international ratio of 1:400 coupled with inadequate resources in the police force leading to police inefficiency and ineffectiveness were rife, especially from property owners that therefore, deemed necessary to relinquish some police functions to private security organisations as one way of addressing the problem. Private security organisations personnel therefore, fill the gap left by low police to population ratio in crime prevention.

### **2.3. History and records of operation of G4S**

G4S is the former Securicor Plc which is a British multinational security services company with its headquarters in Crewley, West Sussex that merged with the Denmark-based Group 4 Falck to form G4S. Available on <http://www.g4s.com/en/Who%20we%20are/History/>,

However, the true origin of G4S is traced back to 1901 when it was first founded in Copenhagen in 1901 by Marius Hogrefe, originally known as Kjøbenhavn Frederiksberg Nattevagt which translates as Copenhagen and Frederiksberg Night Watch, and subsequently renamed Falck. G4S has since its formation changed its name especially after buying and merging with other security companies.

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Comparing G4S with Saracen (U) Ltd, Saracen (U) Ltd is believed to have widest operational coverage in Uganda, with a wide expertise base in terms of rich background of the personnel and managers, wide range of services and also partner with other Saracen private security organisations at international level. Saracen (U) Ltd originated from South Africa, where Saracen Security organization is strong. In Uganda, Private Security operations are regulated by the Police Act of 1994, Sections 72 and 73, which prescribes that the Minister has the authority to



regulate the control of private security organisations. These regulations may include: control over the establishment and control of private security; registration, regulation, uniforms and equipment, and fees associated with private security. The Minister also has the authority to define whether or not an organization qualifies as private security (Private Security Monitor-PSM). Uganda Police (1994; section 73) states that by virtue of the powers entrusted to the Minister of internal affairs under section 72 of the Act, the inspector general is delegated powers to license, supervise and regulate the activities of private security organisations in Uganda.

Kirunda (2008) indicates that effective regulation of Private Security Organisations requires an interlocking framework of national, regional and international control mechanisms. Kirunda (2008) explains that the existing laws at international level are insufficient, and national laws are lacking in many countries, creating a legal grey zone (Bryden 2006). He shows that Private Security Organisations are regulated under the Police Act, 1994, and the Control of Private Security Organisations Regulations, 1997. Under section 73(1) (a) and section 74(1) (p) the Police Act empowers the minister for internal affairs to make regulations for the control of Private Security Organisations. The regulations control the establishment and operations of Private Organisations, but apply only to Private Security Organisations registered in Uganda. The Act and the regulations are implemented by the police who have designated a commissioner of police as overseer. Police activities are overseen by the minister for internal affairs.

Kirunda (2008) defends Uganda's regulatory frame work to be largely effective in handling the registration, licensing, supervision and control of Private Security Organisations considering the established mechanisms for controlling the sector, and provide for review and cancellation of licenses for Private Security Organisations that do not meet the legal requirements. Kirunda (2008) explains that Police involvement in the drafting and implementation of laws regulating Private Security Organisations is pivotal to its operations in Uganda, because of their long experience in providing security services.

Section 73 regulations 5 of Control of Private Security Organisations stipulates that an application to operate a private security organization in Uganda shall be made on the form specified in the Second Schedule in triplicate addressed to the inspector general.

The requirements for any private security organization in the application form is in article 73 regulations 6 of Control of Private Security Organisations to be submitted to the inspector general of Police includes physical address, particulars of directors or shareholders, bankers, area of operation and type of service where the organization intends to use firearms, the source of those arms must be disclosed, a declaration to construct appropriate storage for arms and ammunition where applicable shall be made; and acceptance that fingerprinting and vetting of all the operational employees of the organization shall be carried out by the inspector general, shall be given an application made under regulation 5 of these regulations which shall be channelled through the chairperson of the district security committee and the area police commander for their appropriate remarks and onward submission to the inspector general, attachment of the relevant minute of the security committee in respect of that application from the chairperson of the district security committee.

Section 73 regulations 10 of Police Control of Private Security Organisations provides for how private security organisations should train their armed employees by ensuring that all their personnel eligible to use firearms are properly and regularly trained and instructed on the use of the firearms supplied.

Section 71 regulation 13 of Police Control of Private Security Organisations stipulates the supervisory role of inspector general of setting standards of performance that ensures that all private security properly and regularly train all the organisations' personnel; properly take custody, use and disposal of firearms and ammunitions; minimize on risks to the organisations' employees; employ vetted persons having no criminal records; and adhere to government policies on security.

Section 71 regulations 32 of police Control of Private Security Organisations act stipulate how the Inspector general of Police may cancel private security operator's license without prejudice to the operator's right to reapply, the inspector general where any other relevant provisions contained in any of the Regulations or any existing laws have not been complied with. However, regulations 33 of the same article explain how the private security may renew its operator's

license annually, upon proven satisfactory performance by the applicant for the previous year and proof of payment of appropriate fees for the category of security.

According to Section 71 regulations 8 of police Control of Private Security Organisations, a private security organization has first obtain an operator's license and on application may be authorized to use the categories of security equipment of firearms and ammunitions which includes approved electronic alarms and surveillance equipment; approved defensive tools; For the avoidance of doubt, any electronic security equipment used to interfere with the lawful privacy of an individual shall not be licensed or approved.

Section 71 regulations 8 of police Control of Private Security Organisations further stipulates that the inspector general of police may from time to time issue circulars, instructions or guidelines on approved security equipment or tools.

Section 72 and 73 of Uganda Police Act of 1994 further shows that no organisation is allowed to perform or offering to perform security services in Uganda unless they are registered. After registering as a Private Security Organisations and upon recommendation of the Inspector General of Police (IGP), a Private Security Organization must register as a company with the Registrar of Company under the Companies Act. Upon successful registration under companies Act, each Private Security Organization also needs to obtain a licence to operate, which is issued by the IGP. This license can be suspended or cancelled at any time by the IGP as a result of failure to comply with the Police Regulations or any other law. Registrations can still be cancelled by the Registrar of Companies upon conviction of the IGP under three circumstances of the operating below the prescribed standards, posing a risk for the security.

Private Security Organisations are classified according to categories of security services, prescribed in Schedule III of the Police Regulations: each category requires a separate license. All requests are evaluated by the IPG, through district police commanders. Criteria taken into account are listed in the Schedule II to the Police Regulation: they entail the shareholders, the type of organisation, the intended use of firearms and other security equipment and the adequacy of the storage facilities for the firearms. Once these criteria have been complied with, the

background of the company's directors and its guards is scrutinized for criminal records, as well as complaints and welfare concerns from guards. The company's storage, logistics and firearms are then physically verified and audited, before registration is recommended to the IGP. Licenses must be renewed every year; the applicant is requested to prove satisfactory performance the previous year and the payment of the prescribed fee.

Schedule III of the Police Regulations further provides for the authorization and licensing of use weapons upon obtaining license to operate as private security Organization. Under this schedule, Private security Organisation can apply to the IGP for an authorisation to use certain categories of security equipment, including firearms and ammunitions. The IGP may also issue instructions or guidelines concerning the use of security equipment. Part IV of the Police regulations is entirely dedicated to arms and ammunitions, and applies in conformity with Uganda's Firearms Act.

Uganda Police using Uganda's firearms, permit Private security guards to use firearms strictly in self-defence against an armed attack or the defence of another person that would be under the pecuniary protection of the employee; while attempting to arrest someone who is fleeing of custody after committing or being suspected of having committed a serious offence and to stop any serious threat to life or property if police assistance cannot be called in time. Armed Private Security Organisations must also maintain a firearms register, including movement of firearms and must be submitted to the Inspector General of Police.

The regulation of Private security Organisations is therefore, entirely done by Uganda police which uses Uganda Police Act of 1994 alongside Ugandan firearms Act. Uganda Police Act bestows all the power of regulation of Private Security Organisations to the ministry of internal affairs in which Uganda Police's work is mandated.

The laws that regulate the operations of Private security organisations in Uganda are therefore, provided for in the Companies Act, police Act and Uganda's Firearms Act. Kirunda (2008:20) indicates that the regulations do not require PSCs to have management structures, but in practice they must have a workable structure for management and supervision and copies of their

governing structure have to be submitted to the Inspector General of Police. He further explains that this structure will depend on the functions the PSC has registered to carry out. In addition, every Private Security Organization must submit monthly returns and brief accounts of the arms and ammunitions in its possession to the Inspector General of Police as well as quarterly returns of personnel and reports of operations (Kirunda, 2008:21). Kirunda (2008:21) elucidates that the minimum requirements for employees are not provided for in the law, but in practice they must have ordinary level education, should not be under the age of 18, and must be healthy and fit to carry out the tasks assigned to them. It is within the discretion of a Private Security Organization to determine whether particular employees should have a certain level of education.

Kirunda (2008:21) further explains that the government may not allow employees of Private Security Organisations to receive military training before or during their employment and that Private Security Organisations in Uganda have been instead warned against employing former military or police officers without the approval of the because most of ex-servicemen have bad criminal records and end up in these organisations.

However, Private security Organisations have not heeded to this warning by police and have all recruited the ex-servicemen without background check with Uganda Police which have made it easy for Police and UPDF deserters easy to recruit to private security organisations and ended up committing crimes including theft murders by the private security personnel.

Berg (2007:16) shows that private security industry is accountable to the state. He explains that accountability is ensured specifically through creation of statutory body charged with regulating and overseeing the industry using the framework that is not specific to the industry but which holds the industry indirectly accountable to the state as meta regulator' In the framework, South Africa uses Private Security Industry Regulation Act (56 of 2010), which make the provision for the establishment of Private Security Industry Regulation Authority (PSIRA) and council to head it, with a degree of independence. South Africa's Private Security Industry Regulation authority is equivalent to Uganda Private Security Organisations regulation act.

Weber (2002:6) notes that private security industry in Austria is largely governed by general commercial law. Weber (2002:6), further show that in Belgium registration is strict and emphasizes protection of citizens from any abuse of power by private security providers. In

France, however, private security regulations have not been strict but new laws are imposing stricter rules on authorization and operational aspects. He explains indicates that legislation and regulations remain minimal and non-specific and are largely based on general commercial law while in Portugal, legislation governing the industry are relatively strict emphasizing on the role of private security providers as subsidiary and complementary to the police force and state public security providers (Weber, 2001:9)

On sad note, Kirunda (2008:11) notes that private security organisations have as well posed challenges to Ugandans, making a reference to the situations in which private security organisations personnel participate in stealing the clients` money. This involves diverting vehicles and stealing most cash in transit. For instance, private security guards working for Securicor Grey made off with US\$1.2 billion (equivalent to US\$690 million) belonging to Stanbic Bank, which was being transported from Mbale to Kotido, of which only US\$900 million (US\$517000) was recovered.

In another instance, a bullion van transporting US\$700 million (US\$402000) from Mbale to Iganga was diverted and the money was also stolen by guards working for Securicor Grey. In all these robberies the bullion vans were later abandoned in case they could be tracked.

The people and leaders in some parts of Uganda consider that the level of crime, especially robberies and burglaries, have increased because of the presence of Private Security Organisations. They believe that Private Security Organisations` personnel are involved in armed criminal activities. According to New Vision (2007) the crime rate in Kampala was worrying.

This is especially so when it involves members of the security meant to protect VIPs, diplomats and the public. Worse still, it involves mostly personnel from private security organisations. Private security companies should be properly vetted before being licensed to operate in the country. Many families guarded by some security firms have to top up the guards` pay since the companies pay them peanuts while they rake in windfall. This is dangerous because it is risky to entrust a hungry guard with a gun (Opolot 2006).

Private Security Organisations criminal activities include bank robberies (New Vision 2007), the murder of a 20-year-old man was allegedly shot dead by a private security guard attached to Detail Security Service (New Vision 2007) and ran away after the crime. In 2006, four private security guards were arrested by the police for allegedly breaking into a church store in Kireka, a

city suburb, and making away with 39 bales of bed sheets worth shillings 17m. Three of the suspects were attached to Securex Security, while one belonged to Saracen, the Police said (New Vision 2006)

#### **2.4. Misuse of guns by Private security guards**

It is absurd but worth noting that most of the private security guards misuse arms which are supposed to be used only in accordance with the regulations.

According to International Action Network on Small Arms of the United Nations- IANSA (2007), estimated 3000 people a day are left severely injured by guns, that is, three for every person killed. While being forced into a wheelchair is difficult and traumatic in developed countries, it is a devastating experience in the developing world, where equipment is scarce and expensive. Many disabled survivors cannot leave their homes unless a strong relative is available to carry them outside.

Because the direct victims of gun and other forms of violence are overwhelmingly young and male, the death rate can have a serious impact on a country's workforce, especially in regions where women are traditionally occupied with bringing up a family.

The economic burden of supporting their families or becoming full-time caregivers then falls on them. Gun violence destroys jobs and opportunities to escape poverty and it disrupts health and education services. On a wider scale, national and international companies can be driven out of operation, trade is reduced because transport cannot function, foreign direct investment diminishes, tourists stay away and the management of infrastructure and national resources is disrupted.

The International Action Network on Small Arms of the United Nations (2007) shows that gun violence has a direct effect on the causes of hunger citing a survey by the UN's Food and Agriculture Organization which showed that armed conflicts are the largest single cause of food emergencies, responsible for 35% of the these emergencies between 1992 and 2003

Dewey G. Cornell (June 11, 2014), indicates that gun violence is ubiquitous in the United States, citing data from the Centres for Disease Control and Prevention which shows that there are 81,300 nonfatal injuries and 31,672 deaths every year involving guns in America, that is, about 308 shootings and 86 deaths every day.

Considering the African status in misuse of guns, it is shocking that South Africa ranks second to United States of America in Misuse of guns. Business (June 22, 2015), indicates that more alarming finding for South Africans is that the country was found to have the second highest rate of gun-related deaths in the world at 9.4 deaths per 100,000 people.

Uganda's situation is such that, guns are also being misused and especially hired to criminals. According to the Observer (April, 2015), Killer guns in Uganda are hired at Shs 200,000. Observer (April,2015) indicates that some police investigations of the murders found out that guns are hired for between Shs 200,000 to Shs 500,000 from rogue elements within private security companies and national security forces like the police and army. Observer (April,2015) further publish that on an average, three cases of stolen guns are reported to police every month by private security firms and, many of these guns, are never recovered and sometimes end up being used in criminal activities.

### **Measures that can help private security organisations to serve well**

#### **2.5. Training of Private Security personnel**

Training in how to execute every task is crucial and paramount in every sector and profession if one needs to perform the give task to the desired level of success. Private security therefore, is no exception. According to Serajavo Code of Conduct for Private Security Companies (2006:12), basic training for new security guards is crucial to maintain professional standards as well as providing them with good grounding in international and national laws, issues of cultural sensitivity, first aid and gender issues.

The Serajavo Code of Conduct for Private Security Companies (2006: 3), further show that private security organisations should give guards adequate training to ensure their compliance guidelines and guidelines for guards on use of minimal force in accordance with the best international practice especially, the United Nations basic principles on use of force and firearms by law enforcement officials and the United nations code of conduct for law enforcement officials that cover weapon-types, whether firearms or less-lethal weapons systems such as



chemical sprays, shock equipment and batons as well as ensuring that their guards are trained in how comply with Standard Operating Procedures (SOPs) relating to weapons and ammunitions to train guards in use, storage, accounting, maintenance, ownership and registration of weapons; safe loading and unloading of firearms; accurate record keeping; and incident reporting.

## **2.6. Participating in Community policing**

One would perhaps wonder how private security organisations connect to community policing which is so much linked to the police. However, it is not astonishing since the whole strategy of community policing aims at establishing ties between the police and the communities it serves.

In United States of America, with the push in local policing throughout the 1990s toward a new model of service delivery that focused on problem solving through community policing, according to Morabito & Greenberg (2005: 01), sheriffs' offices and police departments engaged community organisations, neighbourhood residents, other government organisations, and the private sector in collaborative partnerships to reduce crime and disorder. They further explain that through community policing, Law enforcement tapped into resources and expertise previously unavailable to them, with a focus on a shared vision, shared responsibility, and shared success in reducing crime and encouraging a public trust that had been dormant in some communities for decades.

Since the attacks of September 11, 2001, law enforcement-private security partnerships in United States of America have been viewed as critical to preventing terrorism. Local law enforcement and private security organisations working together is vitally important to homeland security; the private sector owns or protects the overwhelming majority of the country's infrastructure, but local law enforcement tends to possess any threat information regarding that infrastructure. In short, because neither law enforcement nor private security can protect the nation's infrastructure alone, law enforcement-private security partnerships are essential to bridging the gap (Morabito & Greenberg , 2005: 01)

Brown, L. and Wyckoff, M.D (1987: 71-89), defines Community policing as a philosophy that promotes organizational strategies, which support the systematic use of partnerships and

problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. Private security Organisations thus being partners to police in crime prevention end up collaborating with the police in maintaining peace and security in the communities they serve. They further contends that the contemporary community policing movement emphasizes changing the role of law enforcement from a static, reactive, incident-driven bureaucracy to a more dynamic, open, quality-oriented partnership with the community.

In addition community policing philosophy emphasizes that police officers work closely with local citizens and community organisations in designing and implementing a variety of crime prevention strategies and problem-solving measures to accomplish these initiatives, it is crucial that officers feel closely integrated with the majority of citizens and organisations in the community they serve (Ankony, Robert C, 1999: 120) This means that officers perceive themselves as sharing important community values, beliefs, and goals. It also implies that officers are confident of community support and involvement in their decisions and actions (Bobinsky, 1994; Burden, 1992; Mastrofski et al., 1995). It is the premise of the present study that as the perception of community alienation increases among police officers, their sense of confidence or mastery in decision-making will decrease, and so, too, their motivation for proactive enforcement(Ankony, Robert C, 1999: 120)

According to Community oriented Policing services, U.S Department of justice post (2017), success in community policing relies on success in partnership building in particular, partnerships between private security and law enforcement are in advancing community policing and addressing mutual goals of preventing crime and disorder, identifying criminals, and ensuring the security of people and property. As there are two private security practitioners for every one sworn law enforcement officer, effective partnerships can act as a much needed force multiplier.

Schonteich (1999:25), notes that private security companies plays a big role in community policing through provision of crime intelligence and information to South African Police Service

(SAPS). Schonteich (1999:25), further indicate that SAPS vowed to use private security industry, municipal authorities, businesses and the public in combating priority crimes such as drug trafficking, Car hijacking, violent crimes committed with illegal firearms , and the activities of criminal organisations. This implies community policing in South Africa in which South Africa Police coordinates in crime fighting initiatives and crime prevention exercises.

Schonteich (1999:25), further indicate that in south Africa, in 1996, Private Security in bid to know how they can work with the police, approached the South African Police Services requesting for information for partnership on an ad hoc basis, the police responded positively by setting a task team within the national standards and management services division which in 1997 reported that the closer co-operation between SAPS and private security organisations would involve guarding government building thus releasing the police, responding to alarm and patrolling suburbs thus acting as force multiplier, intelligence and crime information sharing, investigating alarms in private security organisations' vicinity, and providing police with expert advice and technological assistance regarding closed circuit television-CCTV, silent alarms, surveillance techniques and detection equipment.

According to Kirunda (2008), in Uganda, Community policing came to prominence in the 1990s, and is now part of the new managerial appeal of the Government of Uganda of not directly providing certain security services to the communities but, instead encourage communities to secure themselves security services by introducing means such as neighbourhood watch, target hardening, target removal and community patrols. He further elucidate that where communities are unable to handle their security by these means, they are encouraged to seek the services of Private Security Organisations. He further shows that in this community policing which involves the private security organisations have reduced the workload of the police force has been reduced.

The partnership if well forged between the police and the private security organisations through community policing would therefore, help in quick crime prevention and quick action from both the national police and the private security organisations.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0. Introduction**

This chapter specifies the description of the research design, Study area, study population, sample selection and size, description of the population, data collection techniques, research instruments, procedure, reliability and validity of instruments, data processing, data analysis techniques and interpretation of results.

#### **3.1. Research Design**

The study used a case study design and survey design in which the researcher thoroughly studied a relatively small number of Private Security Organisations and made inferences to entire Private security Organisations in the study. The Researcher applied both quantitative and qualitative research approaches in this case study. The survey study design helped to obtain data from respondents who are consumers of protection services in the community.

Slater (1990:108) observes that within Social research itself, there are two schools of thought; methodology and practice, which is called qualitative and quantitative research that has divided researchers and funders, as some prefer one method against the other. Having analysed the merits and demerits of each research paradigm, the researcher feels that each has weakness and strength thus using both research methodologies to complement each other.

Quantitative research was used by researcher to measure the attitudes and perceptions of respondents to a limited set of questions to make comparison and statistical aggregation of data. This gives abroad generalisable set of findings (Patton, 1990:14).

Qualitative research was also used because it helps in getting rich and meaningful discussion through use of in-depth interviews in which respondents gave their views, which simplified the researcher's task especially during data analysis (Leedy and Ormrod, 2001).

### **3.2. Area of Study**

The study was carried out in offices of Saracen (U) Ltd on plot 38 Rotary Avenue Lugogo Bypass in Kampala and in G4S head offices on Plot 55 Lumumba Avenue, in Kampala City Council Authority, Uganda. The study also involved respondents from Kampala Central division, Kampala who were clients of the selected study private security organisations.

The study focused on the effectiveness of private security organisations in maintaining peace and security in Uganda. Though the study was carried out in Kampala, it investigated the problem in relation to private security organisations in the whole country. In total, the study involved 90 respondents; 60 private security personnel from Saracen (U) Ltd and G4S security companies and 30 clients of the 3 study selected private security organisations from Kampala City Council Authority, Central Division and upcountry offices.

### **3.3. Target Population**

The target population defines those units for which the findings of the survey are meant to generalize. The study therefore, targeted both personnel of the two private security organisations of Saracen Uganda Ltd and G4s Security Services (U) Ltd. Private Security Organisations' clients were chosen on the basis that they sought their protection from the two study selected Private Security Organisations in Uganda.

### **3.4. Sample selection and Size**

Sample selection is the process by which a relatively small number of individuals or objects are selected to represent the population. The researcher therefore, selected a sample since it was advantageous to work with a sample that was easy to manage and that permitted high accuracy.

The researcher therefore, used purposive sampling technique of non-probability sampling method to select the 60 private security personnel to participate in the study. This population sampling technique was used because it suited the study and only involved respondents who were readily available at the time of filling questionnaires and interviews (Cohen et al 2000:102)

30 respondents on the side of private security companies' clients from Kampala City Council Authority, Central Division were selected using Random population sampling technique of

probability sampling method to give all the selected private security organization’ clients equal opportunities to be selected to contribute to the study.

Random sampling is used when the sampling frame is readily available from the unit change list. Random samples are most likely to yield a sample that truly represent the population as each subject has an equal opportunity and independent chances of being selected (Brink 1996:136)

Table 1: Sampling frame.

Organization	Sampling size
Saracen (U) Ltd	30
G4S Security Services (U) Ltd	30
Private security Organisations’ clients	30
Total	90

### 3.5. Methods of Data collection

The study was carried out using in-depth interviews, survey and use of questionnaires, observations and focus group discussion. The researcher designed interview guide, which guided the interview procedure. Questions were set and each was allocated time. Through the interview, participants provided detailed information about their satisfaction with security services, thoughts and feelings to questions posed by the interviewer. Interview method were used because the researcher was interested in physical interaction with the interviewees to get detailed information about their experiences, ideas, and opinions on private security services and its contribution in maintaining peace and security in Uganda.

The researcher then records and keeps detailed notes of what he sees, hears or feels about the subjects under study. Observation method were used in the study because the researcher wanted to physically visit Private Security Organisations head offices as well as premises of their clients in Kampala City Council Authority to see for himself the security measures that are used to maintain security of their clients by the three study selected Private Security Organisations.

. The interviewer’s skills are used to introduce a list of topics, to encourage wide discussion and to learn about the opinions of community members. The researcher used focus group discussions

because of its major strength that enabled the researcher to capture and note a variety of information from respondents participating in the discussion.

In focus group discussions, issues pertaining contribution of Private Security Organisations in maintaining peace and security were discussed at length to able the researcher get a general consensus of the group on each particular issue under discussion.

### **3.6. Data collection Instruments/Tools**

The study involved the use of categories of research instruments: self-administered Questionnaires, interview guide and group discussion guide.

#### **(i) Questionnaire**

A questionnaire is a predetermined written list of questions, which may be answered by a respondent without supervision or explanation (Kakinda, 2000:25). The researcher designed a questionnaire with both closed and open ended.

90 Self-administered questionnaires were distributed to respondents to generate data. Questionnaires were used in this research because of their relative advantage in covering a large number of respondents in a relatively short time.

#### **(ii) Interview guide**

An interview guide is defined as a set of topics or questions about which the interview is conducted. The order and the number of questions are determined by the interviewer, depending on how knowledgeable and informative the respondent may be (Kakinda, 2000:25).

Interview guide helped the researcher to gather information about the ideas, opinions and comments respondents have on contribution of Private security Organisations in maintaining peace and security.

### **(iii) Focus Group discussion**

The researchers organized focus group discussions with respondents in small groups of 3-12 individuals. There were at least six (6) focus group discussion held with the respondent with each group of respondents from each study selected Private Security Organization holding two (2).

### **(IV) Observation guide**

The researcher used an observation guide to have a list of the specific items to observe and keep focused on while in the field. Observation guide helped the researcher to specifically look for the materials used by the private Security guards in maintaining peace and security at site of deployment.

### **3.7. Validity and Reliability of instruments**

Polit & Hungler (1995:353), defines Validity as the degree to which the instruments measures what is supposed to be measuring. Crano & Brewer (2002: 36), citing (Gullicksen,1950), explain that, the concept of validity derives from classical measurements theory, which assumes that the score obtained on any single measurement occasion represents a combination of the true score of the object being measured and random errors that lead to fluctuations in the measure obtained on the same object at different occasions. As the classical theory puts it according to Crano & Brewer (2002: 36), an observation devoid of error would perfectly represent the true score or, to put it in another way would be perfectly reliable...a difference in your weight after weighing yourself twice, almost simultaneously does not mean that the weight has changed but is a result of different readings due to extraneous factors like tension of the springs of the weighing scale and the placement of feet on the scale. Extraneous factors have no connection to how much you weigh, but degrade the relationship between true and observed scores.

This implies that some questions in same research instrument may be interpreted differently by different respondents who may in turn give unrelated answers thus requiring the researcher to focus on content accuracy with which an instrument measures the factors under study to achieve validity of the instruments.



Cohen et al (2000:117), on the other hand connects Reliability to the accuracy of instruments. In other words, can a different researcher use the same instrument in the same context to get the same result of the study?

For quality control, a pre-test of the research instruments to establish their validity and reliability of the instruments will be done. The questionnaire were given to individuals to give their opinion on the relevance of the questions using a 5-point scale of relevant, quite relevant, somewhat relevant, and not relevant.

The reliability and validity of questionnaire were also be ascertained by administering several drafts of questionnaires, interview and focus group discussion guide samples on the targeted members. Questions which were irrelevant were deleted and questions that were ambiguous were made clear to the respondents. A pilot study was carried out to pre-test the validity and reliability of instruments. The findings of the pilot study was analysed and discussed with the supervisor.

### **3.8. Research Procedure**

The research study begun with securing introductory letters from the University after which were presented to relevant offices of the selected 2 study private security organisations and their clients. This enabled the researcher to contact the selected 2 study private security organisations' personnel from whom the sample was drawn. In Central division, an introductory letters were presented to individual Private security clients to introduce myself to those who participated in the study.

### **3.9. Data processing**

Various responses were sorted out, organized and classified into logical categories and tables from the data obtained from the field were drawn.

### **3.9.1. Coding**

According Aurangzeb (2005:7), data Coding follows data editing and is the means by which data can be converted into a format that enables its processing and analysis by the computer. Coding therefore, is the process of classifying responses to questions into meaningful categories so as to bring their essential patterns. Some responses in the questionnaire were given codes which was analysed and classified into categories for example; the responses to the question of gender may have two codes of:

1-Male

2-Female

The researcher therefore, processed data by assigning responses into pre-determined categories which involved frequency counting and score tables calculation of percentages for every research item that required analysing quantitatively, were presented by tables and figures.

### **3.10. Data analysis and Presentation**

The researcher analysed data appropriately using quantitative method in which frequency, percentage and degrees of sorted data calculated to determine the demographic magnitude of the respondents so as to infer the data to the entire population.

Qualitatively, the researcher analysed data using the correlation between the Private security organisations' services and their impact to describe their capacity and contribution in providing security.

Analysed data was then largely qualitatively presented. However, quantitatively, some worded information was tabulated, frequency determined, percentage calculated and tables and figures were used to present some information from the field.

## **CHAPTER FOUR**

### **PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS**

#### **4.0. Introduction**

This chapter presents a discussion of findings of the research study on the specific objectives of the study and the capacity of private security organisations in providing security in Uganda. The findings are analysed according to the objectives of the study and research questions. It is from these objectives and research questions that themes have been developed.

Presentation and analysis of findings according to themes has been adopted to help the researcher present findings in a systematic way to avoid overlapping of issues. The findings presented are based on responses of the respondents that were captured through interviews, focus group discussions, observation and questionnaires.

Tables, ranking and percentages are used to make the presentation of findings easy to understand in each security organization.

#### **4.1.0. Presentation of findings from Saracen (U) Ltd**

##### **4.1.1. Social-demographic information of respondents from Saracen (U) Ltd**

In this study, respondents Socio-demographic data include sex, age, designation of the respondent, level of education and department, number of consistent years of work in Saracen (U) Ltd, religion, marital status.

These factors helped the researcher to establish the consistent number of years the respondents have worked in or contracted the same Private security Organization, Gender and sex dynamics, designation, ranks, Education level and various departments of work in Private Security Organisations, category of site of Private security organisations' personnel and clients of the two selected private security organisations in Kampala City Council Authority in Central division, Uganda.

#### 4.1.2. Sex distribution of respondents from Saracen (U) Ltd

The study also investigated the gender of private security organisations respondents from Saracen (U) Ltd to determine their sex distribution in study Private security Organization. Of the 30 respondent from Saracen (U) Ltd, males were 19 while females were 11. Gender distribution percentages were calculated as shown in table 1 below:

**Table 2: Sex distribution of respondents from Saracen (U) Ltd**

Saracen (U) Ltd		
Sex	Frequency (f)	Percentage (%)
Male	19	63
Female	11	37
Total	30	100

**Source: Field data (2017)**

Males formed a high percentage of 63% that is 19 out of 30 Saracen (U) Ltd Security Organization personnel respondents, while Females were only 11 out of 30 respondents which is 37%. Saracen (U) Ltd Security is therefore dominated by male counterparts compared to females according to the study findings. The advantage of having male dominated personnel in Saracen (U) Ltd is that the organization has strong guards who may be deployed at all sites despite the perceived danger at the deployment site since naturally, males are considered strong and brave. However, the disadvantage is that the personnel is not gender balanced and this means that Saracen (U) Ltd lacks females to deploy to all sites that needs both male and female guards.

#### 4.1.3. Age distribution of respondents from Saracen (U) Ltd

Private security personnel were also asked how old they were and the findings were as the follows:

**Table 3: Age distribution of respondents from Saracen (U) Ltd**

<b>Saracen (U) Ltd</b>		
Age (Years)	Frequency (f)	Percentage (%)
18-37	20	67
38-45	06	20
46-57	03	10
Above 57	01	3
Total	30	100

**Source: Field data (2017)**

As shown in table 4, the majority respondents from Saracen (U) Ltd were 20, that is, 67% from the age bracket of 18-37, followed by 06 respondents aged between 38-45 years which is 20 %, with minority 03 respondents, that is, 10% aged between 38-45, and only 01 which is 03 % of respondents are above age of 57.

The study findings of the majority of Saracen (U) Ltd personnel aging between 18-37 (67%) implying that Saracen (U) Ltd employs more youths who are strong thus minimising the old age related challenges to their personnel.

#### 4.1.4. Education level of respondents from Saracen (U) Ltd

The Education level of the majority Saracen (U) Ltd private security personnel in relation to the private security organization set minimum recruitment required level of education were as found out by the study as follows:

**Table 4: Education level of Private security Personnel respondents from Saracen (U) Ltd**

<b>Saracen (U) Ltd</b>		
Education level	Frequency (f)	Percentage (%)
Bachelor's Degree	02	07
Diploma	05	17
'A' Level	06	20
'O' Level	17	57
Total	30	100

**Source: Field findings (2017)**

As shown in the table above, Out of 30 respondents from Saracen (U) Ltd, the majority respondents; 17 respondents which is 57% have 'O' level, 06 respondents forming 20% have 'A' level, 05 respondents that is 17% have diplomas and, only 02 respondents, equivalent to 07% of respondents have Bachelor's degrees.

The findings indicate that the majority of Saracen (U) Ltd private security personnel respondents have "O" level with a few with "A" level qualification and certificates, Diplomas and the least have Bachelor's degrees. The advantage of having the majority of Saracen (U) Ltd having 'O' level of education is that majority of their Saracen (U) Ltd meet the recruitment required level of education. However, with this minimum level of education Saracen (U) Ltd lacks highly qualified personnel to take managerial role especially, supervision which is currently managed by guards with 'O' level.

#### 4.1.5. Marital Status of respondents from Saracen (U) Ltd

30 respondents from Saracen (U) Ltd were asked to tick different codes that had been assigned to their marital statuses. Married status was assigned code 3 while not married status was assigned code 4. The study finding of the marital Statuses was as shown in the table 7 below:

**Table 5: Marital Status of respondents from Saracen (U) Ltd**

Saracen (U) Ltd		
Status	Frequency (f)	Percentage (%)
Married	17	57
Single	13	43
Total	30	100

**Source: Field findings (2017)**

The study finding as shown in the table 7 above, shows that married respondents constituted a big number of 17 out of 30 respondents that is, 57% while those who were not married were 13 out of 30 which forms 43%. This implies that there are many married Private security personnel in Saracen (U) Ltd compared to unmarried ones and therefore, responsible guards.

The study findings about the marital status of Saracen (U) Ltd which reveals that the majority of the 57% of the respondents are married imply high responsibility of the personnel at work as marriage is so much regarded as responsibility which is expected of all the married persons wherever, they are and in whatever they are doing.

#### 4.2. 0. Findings on history and records of operations of Saracen (U) Ltd private Security organization

The first objective of the study was to trace the history and records of operations of Saracen (U) Ltd. The researcher therefore, based the objective to collect different responses from the participants of the study. The findings are thus presented and analysed according to themes of the questions asked during data collection.

#### 4.2. 1. Background of Saracen (U) Ltd Private security organisations in Uganda

Respondents from Saracen (U) Ltd during focus group discussions noted that Saracen (U) Ltd is also an international security company with its origin from South Africa and currently with

partner offices in South Africa, Angola, and Hong Kong. The findings are in line with the official history posted on Saracen (U) Ltd website; <http://www.saracen.co.ug> which shows that;

*“ Saracen (U) Ltd is already operating internationally with partner offices in South Africa, Angola, and Hong Kong offering a range of security service and international level expertise Comprising of a team of former senior x-service men and Police officers with a broad range of specialized skills from South Africa, United Kingdom, Zimbabwe, and Uganda where Saracen (U) Ltd was first established in 1995.”*

However, comparing G4S’ background on International scene is still a giant and remains the oldest though new in Uganda compared to Saracen (U) Ltd which was first established in 1995

#### **4.2.2. Designation of the respondents from private Security Organisations**

The designations of the respondents in the management of services of Saracen (U) Ltd from the top management to the guards on various sites and the results were as follows:

**Table 6: Designation of Private security Personnel respondents from Saracen (U) Ltd**

<b>Saracen (U) Ltd</b>		
<b>Designation</b>	<b>Frequency (f)</b>	<b>Percentage (%)</b>
Supervisors	08	27
Quick Response Force	01	03
Guards	14	47
Electronic Controllers	04	13
Drivers	03	10
<b>Total</b>	<b>30</b>	<b>100</b>

**Source: Field findings (2017)**

As presented in table 6, the majority of the private security personnel respondents from Saracen (U) Ltd, that is, 14 respondents which constitute, 47% were guards, followed by the Supervisors who were 08 respondents that constituted 27 %. Electronic Controllers were 04 respondents,



constituting 13% of respondents leaving only 13% of the respondents being shared between the drivers who were only 03 respondents forming 10% of the respondents. The Quick Reaction Force was the last with only 01 participant constituting 03% of the respondents.

The study finding therefore, implies that private security services are more managed at the sites by guards who are supervised by a smaller number of supervisors. With this ratio of 1:2; one supervisor supervising 2 is seemingly effective but the proximity of deployment sites remains questionable, and can easily affect the supervision.

The closer the deployment sites are, the more the effective the supervision is and vice versa. Means of transport for supervisors also is a factor that can easily affect the effectiveness of supervisors during their work. Supervision with motor vehicle or motorcycle is more effective than foot supervision.

#### **4.2.3. Criteria of one becoming a security guard in Saracen (U) Ltd**

30 Respondents from Saracen (U) Ltd were asked to mention the criteria one has to go through to be recruited in private Security organization. The responses mentioned were uniform and the response as were collected in study include writing a formal application letter, having completed 'O' as a minimum education requirement, being 18 years of age, having letter of recommendation from local council I and II of applicant's area of resident, two or more reputable referees, Ex-servicemen and woman in Police, Army or any law enforcement organs of government, sitting for interviews and finishing the whole training with the organization.

Study findings reveal that being ex-service man or woman makes the applicant stand better chances of being recruited in Private Security noting that than any other applicant who has not been in security before.

The study findings however, is in contrast with Selajevo Code of Conduct for Private Security Companies (2006:12) which agitate for any private security company to recruit a guard first carrying out background check to ascertain that the personnel have criminal record, have no past responsibility of human rights violation or violation of international humanitarian law; and have

not been dishonourably discharged from police and armed forces through sharing database of bad conduct and dismissals with the police and other armed forces.

**4.2.4. Individual attributes of applicants considered by Saracen (U) Ltd during recruitment**

Respondents were asked if their Private security organisations consider personal attributes of individuals applying to become private security guards and according to the findings were as indicated in table 7.

**Table 7: Individual attributes of applicants considered by Saracen (U) Ltd during recruitment**

<b>Saracen (U) Ltd</b>		
<b>Attribute</b>	<b>Frequency (f)</b>	<b>Percentage (%)</b>
Age	07	23
Personal Integrity	08	27
Personal Experience	05	17
Education level	03	10
Physical fitness	04	13
Medical fitness	01	03
Criminal record	02	07
Total	30	100

**Source: Field findings (2017)**

The majority 08 respondents from Saracen (U) Ltd, that is, 27% of respondents identified Personal Integrity, 07 respondents that constitute 23% mentioned Age, while 05 respondents that is, 17% identified Personal experience, 04 respondents that constitute 13% identified Physical fitness, 03 respondents that is, 10% identified Level of Education, 02 respondents which make 07% listed Criminal record, the remaining 01 respondent that is, 03% mentioned Medical Fitness as the attributes the private Security organisations consider while recruiting new private security guards. However, with the alarming crime rate involving Private Security personnel, the study shocks to reveal that private security organisations considers persons’ integrity and criminal records at the time of recruitment through vetting process

#### **4.2.5. Number of months of training of security guards in Saracen (U) Ltd**

Out of 30 respondents from Saracen (U) Ltd, the majority 16 which form 53% ticked the option of 1-3 months of training of security guards, 11 which is, 37% ticked less than 1 month and the remaining 03 respondents that is, 10% ticked 4 months.

The 16 respondents who ticked the option of 1-3 months of training were all guards, Quick Reaction force and drivers while the 03 respondents who chose the option of 4 months for training were supervisors, and the remaining 11 respondents that chose the option of less than 1 month were electronic supervisors.

The respondents however, based themselves on the period of training in their departments that is conducted after the main general training of all the new recruits which is between 1-3 months.

#### **4.2.6. International or national training manual used by Saracen (U) Ltd during the training of security guards**

The researcher was interested in establishing whether the private security organisations use any National or International manuals for training guards and or, the recruits in their use training manuals during training and the findings were; 29 respondents which constituted 97% answered No while the remaining 10 respondents which is, 33% answered Yes as indicated in table 8.

#### **4.2.7. Rating of the training in use of guns by Saracen (U) Ltd guards**

The researcher was interested in establishing how private security personnel rate the training they receive on the use of guns and the respondents from Saracen (U) Ltd were asked to rate their training choosing from multiple answers of Very good, Good, Fair, Bad and Poor. The findings were as presented in table

**Table 8: Extent to which Saracen (U) Ltd private security personnel believe that the training they receive from their respective organisations is satisfactory for the use of guns on their duty.**

Response		No. of respondents	Percentage
a	Very good	16	53
b	Good	11	37
c	Fair	03	10
d	Bad	00	00
e	Poor	00	00
	Total	30	100%

**Source: Field data (2017)**

The Study findings also indicate that neither of the respondents rated their training on use of guns as either bad or poor. 16 out of 30 respondents (53%) said their training was Very good, 11 respondents (37%) ticked Good and 03 respondents (10%) ranked their training as fair as shown in table 16.

The findings therefore, imply that the respondents (100%) from Saracen (U) Ltd private security organisations believe that the training they receive from their organisations is satisfactory for the use of guns on their duty.

However, one still wonders why there are some situations in Uganda of misuse of guns by especially hiring them to criminals if indeed the private security organisations satisfactorily train their personnel on how to effectively use guns as it is indicated by the Observer (April, 2015) which indicates that,

*“Killer guns in Uganda are hired between Shs 200,000-to-shs from wrong 500,000 elements within private security companies and national security forces like the police and army with an average of three cases of stolen guns being reported to police every month by private security firms with many of these guns, never being recovered and ending up being used in criminal activities.”*

To ascertain on the findings by The observer newspaper, the researcher asked the respondents why such case still exist yet they claim to be satisfactorily trained on how to use guns, one of the participants had this to say,

*“One does not hire his gun to thief to go and use it to steal because he or she doesnot know it is against the professional code of ethics, but because have been promised some good share after the use of the gun by criminals. Some times a guard or any other security personnel may hire his or her gun to a friend or a relative just to sort his problems by killing the opponent.”*

Hiring guns whether for money or other reasons is unethical, disastrous and aggravate crimes involving use guns in Uganda leaving many dead, others in robbed of their property, while others are orphaned. The findings also reveal poor training of Saracen (U) Ltd guards on use of guns, as well trained personnel cannot hire his or her gun to gang star to use in breaking the laws.

**4.2.8. Rating of the training in use other lethal equipment like pepper spray by Saracen (U) Ltd personnel**

The researcher was interested in establishing how private security personnel rate the training they receive on the use of other lethal equipment like pepper spray choosing from multiple answers of Very good, Good, Fair, Bad and Poor and the respondents from Saracen (U) Ltd private security were findings were as presented in table 10.

**Table 9: Extent to which Saracen (U) Ltd private security personnel believe that the training they receive on use of lethal equipment like pepper spray during their duty**

Response		No. of respondents	Percentage
a	Very good	13	43
b	Good	07	23
c	Fair	05	17
d	Bad	02	07
e	Poor	00	00
	Total	30	100%

**Source: Field data (2017)**

The majority 14 respondents out of 30 from Saracen (U) Ltd constituting 43% said their training on use of non-lethal equipment like pepper as very good, 17 respondents (23%) rated their training as good, while 05 respondents constituting 17% rate the training as fair, 02 making 07% rated the training as bad and none rated the training poor.

One Supervisor during a study had this to note;

*“All our guards are well trained in how to use lethal weapons like spray during the general training at the recruitment and when they are being these weapons, though rarely used.”*

#### **4.2.9. Rating of the training on apprehending suspects by guards at their deployment sites**

In evaluating the training in apprehending suspects by Saracen (U) Ltd private security respondents, the rated is as indicated in table 11.

**Table 10: Extent to which Saracen (U) Ltd private security personnel believe that their training on apprehending suspects by guards at their deployment sites**

Response		No. of respondents	Percentage
a	Very good	00	00
b	Good	05	17
c	Fair	25	83
d	Bad	00	00
e	Poor	00	00
	Total	30	100%

**Source: Field data (2017)**

As shown in table 19, the majority 25 respondents, that is, 83% rated the training as fair and only the minority 05 respondents, which constitute 17%, rated the training as very good. None of the respondents rated their training in apprehending suspects by guards at their deployment sites as good, bad or poor.

Saracen (U) Ltd as it was observed during the study, train all their guards including even those ones that are deployed in rural areas like farms and others in how to carefully handle suspects at the deployment sites. Training all guards centrally, therefore, ensures that all the personnel undergo Saracen (U) Ltd’s recommended standards of training. These study findings conforms the comments of one client who noted that;

*“Guards from Saracene (U) Ltd are very careful when it comes to apprehending the suspects; just make the suspects sit down until the police arrests them .”*

However, as it was observed during the study, general training is due to the need to hire new guards to replace those ones who stopped working for the Saracene (U) Ltd due to unattractive payments.

#### **4.3.0. Findings on assessing the effectiveness and problems faced by Saracene (U) Ltd**

The second objective of the study was to assessing the effectiveness and problems faced by Saracene (U) Ltd security organisations in Uganda. The researcher therefore, based the objective to collect different responses from the participants of the study. The findings are thus presented and analysed according to themes of the questions asked during data collection.

#### **4.3.1. Number of Years the Respondents has consistently worked in their respective Private Security Organisations**

A respondent from Saracene (U) Ltd had consistently worked for a period ranging from less than a year and six years and above as it is indicated in the table below:

**Table 11: Number of years of consistent work in Saracene (U) Ltd**

<b>Saracene (U) Ltd</b>		
No. of years(Years)	Frequency (f)	Percentage (%)
Less than 01	4	13
01	4	13
2-5	6	20
06 and above	16	54
Total	30	100

**Source: Field data (2017)**

From table 9, 10 out of 30 respondents of Saracene (U) Ltd Private security organization making 20% had consistently worked in Saracene (U) Ltd Private security organization for a period of less than one year, 04 respondents which is 13% had consistently worked for 01 year, another 04 respondents that is, 20% had been consistently working in Saracene (U) Ltd Private security

organization for a period between 2-5 years, while the majority of respondents, that is, 16 which is 44% had been working Saracen (U) Ltd organisations for a period of 06 years and more.

The finding therefore, implies that the majority personnel of Saracen (U) Ltd had been working in Saracen (U) Ltd, providing Security services for a period of 06 years and more, which gives them vast experience.

The findings therefore, imply that the majority personnel of Saracen (U) Ltd had been working in Saracen (U) Ltd for a long period above 6 years which gives them vast experience.

#### **4.3.2. Payments compared to guards' shifts**

Payment is the compensation for the labour in terms of money and other currencies while shifts refers to number of days guards work for Saracen (U) Ltd by taking and handing over sites to each other. Respondents from Saracen (U) Ltd were therefore, asked to compare their payments to their shifts and the finding were as shown in the table 13 below:

**Table 12: Comparison of payments to shifts by respondents from in Saracen (U) Ltd**

<b>Saracen (U) Ltd</b>		
<b>Response</b>	<b>Frequency (f)</b>	<b>Percentage (%)</b>
Fair	04	13
Not fair	26	87
Total	30	100

**Source: Field data (2017)**

26 respondents out of 30 which constitute 87% also indicated that the organisations' current shift payment to guards is not fair. Only 04 respondents which make 13% said the current payment shift rate was fair.



During Focus Group Discussion, one supervisor who participated in the study noted that;

*“ General guard’s starting payment in Saracen (U) Ltd is 200,000/= Uganda Shilling, while personnel with ranks earn more according to their ranks and assignment; whereby supervisors earn more salary than a private guard .”*

The majority 87% of the respondents from Saracen (U) Ltd also indicated in the study that their payment can be improved majorly through increasing the current pay per shift hover with some other implication as it was noted by one supervisor who had this to say;

*“Increasing personnel’s salaries leads to rise in fee for hiring guards by the the clients leading to cancellation of contracts and thus making it hard to Saracen (U) Ltd to increase personnels’ salaries.”*

#### **4.3.3. Type of clients of Saracen (U) Ltd Private Security Organization**

The study established the type of clients Saracen (U) Ltd has and the current challenges they face with individual clients. Respondents listed Banks, Embassies, Office Premises of International bodies, Diplomatic residents, Schools, Universities, Hotels, Fuel stations, Arcades, Factories, Construction Sites, Oil sites and Homes of any other Ugandan citizens who able to contract the Private security organisations’ security services as shown in table 14 below.

**Table 13: Type of clients of Saracen (U) Ltd Private Security Organization**

<b>Saracen (U) Ltd</b>		
<b>Response</b>	<b>Frequency (f) for each response</b>	<b>Percentage (%) for each response</b>
Banks	30	100
Embassies	30	100
Office Premises	30	100
Diplomatic Residents	30	100
Universities	24	80
Schools	19	63
Hotels	30	100
Fuel stations	17	100
Arcades	30	100
Factories	15	100
Construction Sites	14	47
Oil sites	30	100
Residents of Ugandans	30	100

**Source: Field data (2017)**

As shown in table 14, each response's frequency totalled and percentage calculated independently. In the study, all the 30 respondents from Saracen (U) Ltd which is 100% listed Embassies, Banks, fuel stations, Factories, Office promises, Diplomatic residents, Hotels, Arcades, Oil sites, and Residents of Ugandans while only 24 respondents (80%) listed Universities, 19 respondents (63%) mentioned Schools and 14 respondents (47%) listed Construction sites. The study however, established from the One of the supervisors who participated in the study that, all the clients listed were clients of Saracen (U) Ltd and that the differences in the frequency were as a result of participants knowledge of the clients, either had ever been deployed to that client or not.

Saracen (U) Ltd clientele therefore, comprises only those ones who can afford hiring private Security guards to maintain peace and security around their premises.

#### 4.3.4. Monitoring activities of individual Saracen (U) Ltd guards at site of deployment

The respondents were also asked about the ways through which activities of guards at the deployment sites are monitored. Responses from Saracen (U) Ltd listed inspection, clocking system in which guards signs in sites books at their arrivals and at departure, CCTV surveillance camera at sites and through hourly updates by radio call check-ups as shown in table 15 below;

**Table 14: Monitoring activities of individual Saracen (U) Ltd guards at site of deployment**

<b>Saracen (U) Ltd</b>		
<b>Inspection</b>	<b>Frequency (f) for each response</b>	<b>Percentage (%) of each response</b>
Physical site supervision by Supervisors	30	100
Signing in sites books at their arrivals and departure	27	90
CCTV Camera surveillance	28	93
Hourly updates by radio call check-ups	24	80

**Source: Field data (2017)**

Of all these monitoring methods, the majority 30 that constitute 100% of the respondents revealed that supervision of guards by supervisors at the sites is more effective compared to other methods since guards may clock in and leave the site and later come back in the morning to clock out or sleep in a corner that is not surveyed by CCTV-Closed Circuit Television Camera that monitors the activities of private guards at the sites. To ascertain why some of the mentioned monitoring methods were not mentioned by all the 30 participants from Saracen (U) Ltd, the supervisor had this to say;

*“ Sarace (U) Ltd use all the monitoring methods mentioned by the participants but for those participants who have not mentioned some methods, it means they have not been monitored by the same methods because, not all the deployment sites are monitored by all the same methods of monitoring.”*

#### 4.3.5. Saracen (U) Ltd guards' behaviour at a site that are considered as offences

The study investigated guards' behaviours at a site that are considered as offences and the findings were;

**Table 15: Monitoring activities of individual Saracen (U) Ltd guards at site of deployment**

Saracen (U) Ltd		
Behaviour	Frequency (f) for each response	Percentage (%) of each response
Abandoning the site	30	100
Sleeping while on duty	30	100
Drunkenness,	30	100
General misuse of site like entering where a guard is not supposed to	30	100
Stealing from the site	30	100
Insulting the clients	26	87
Falling in love with clients house maids	19	63
Use of drugs at the site.	28	93

**Source: Field data (2017)**

30 respondents which is a percentage of 100% of respondents from Saracen (U) Ltd revealed that guards' behaviour that are considered offences at their deployment sites and are punishable are abandoning the site, sleeping while on duty, drunkenness, general misuse of site like entering where a guard is not supposed to or stealing from the site while only 26 respondents which is 87% listed insulting the clients, 19 respondents constituting 63% revealed falling in love with clients house maids and 28 respondents making 93% also mentioned use of drugs at the site.

The findings therefore, reveal the behavioural challenges affecting the operation of private security services that are not easy to control since they are with in individuals who act and behave differently.

The most committed offense as it was established by the study are therefore, those ones shown in the table 16 with the frequency of 30 and percentage of 100% which includes abandoning sites, sleeping on duty, drunkenness, General misuse of site like entering where a guard is not supposed to and stealing from the clients.

Respondents from Saracen (U) Ltd noted that, Punishments for those offences committed by guards at the deployment sites involve verbal warning from site supervisor, written warning, reduction of shifts payment, appearing before disciplinary committee and dismissal from the organization. In a Focus Group Discussion, one key respondent noted that,

*“Private Security personnel are always briefed on parades that take place before deployment a bout their codes and ethics and are urged to strictly stick to them to avoid offences at the sites to avoid offences.”*

However, the study finds it somehow contradicting that, Private security personnel are argued to observe their professional codes and ethics with crimes committed by private security guards still topping the list of crimes committed by all security personnel in Uganda as it was cited in Daily Monitor (June 9, 2012).

#### **4.3.5. Clients’ behaviours that cause the security guards to get involved in client-guard wrangles**

Respondents from Private Security Organisations were further asked the clients behaviours that cause them to get involved in wrangle. The findings were;

**Table 16: Clients’ behaviours that cause the security guards to get involved in client-guard wrangles**

<b>Saracen (U) Ltd</b>		
<b>Behaviour</b>	<b>Frequency (f) for each response</b>	<b>Percentage (%) of each response</b>
Starving the guards at deployment sites where by the clients cannot even give him or her a glass of water	18	60
Involving guards into other works at deployment sites like washing vehicles, buying for them some staffs from shops or supermarkets and babysitting.	07	23
Being rude and quarrelsome	05	17

**Source: Field data (2017)**

Out of 30 respondents from Saracen (U) Ltd, 18 that is, 60% pointed out starving the guards at deployment sites where by the clients cannot even give him or her a glass of water, 07 respondents which is 23% singled out the clients’ behaviour of involving guards into other works at deployment sites like washing vehicles, buying for them some staffs from shops or supermarkets and babysitting. 05 respondents that is, 17% according to the study, indicated that clients also have a behaviour of being rude and quarrelsome.

All these behaviours as it was established by the study during the interview with the respondents create tension between the guards and clients at the site leading to conflicts between the two parties.

The participants according to the study finding suggested that the remedy to all the listed clients’ behaviours that trigger wrangles with the guards at the sites should include clearly stipulating in the contract between Saracen (U) Ltd and its clients the specific guards’ scope of work at the sites so that the clients can know what they expect the guards to do and not to do.

#### **4.4.0. Findings on identifying the measures that can help Saracen (U) Ltd private security organisations in Uganda to serve as well suggested by management and security operatives and, the community where they have ever served and are serving now**

The third objective of the study was to identify the measures that can help private security organisations serve well in Uganda to serve as suggested by management and security operatives and, the community where they have ever served and are serving now. The researcher therefore, based the objective to collect different responses from the participants of the study. The findings are thus presented and analysed according to themes of the questions asked during data collection.

#### **4.4.1. Equipping Saracen (U) Ltd guards at different sites**

Level of equipment of guards at deployment sites according to the interviews held during the study depends on what type of site and the perceived danger on the site.

The findings from Saracen (U) Ltd Private Security personnel revealed that guards are equipped according to their site of deployment, citing an example of protective gears like helmet at construction sites. One key respondent who was a supervisor during focus group discussions revealed that;

*“Gurds in diplomatic sites are equipped with pistols mostly to a void appearing in public with guns while those in CIT-Cash in transit are equippped with bullet proof jacket and head helmet, while others are equipped with hand cuffs, semi-automatc riffle, metal detecting and explosive decating mirror and occurrence book for recording every thing that happens .”*

#### **4.4.2. How the private security organisations respond to alarm or gunshots of each guard at different calling for re-enforcement**

Respondents from Saracen (U) Ltd were also asked to mention the strategies used by their private security organisations to respond to emergencies at deployment sites like alarm and gunshots or radio call for help.

The 30 respondents from Saracen (U) Ltd which is 100% noted that Saracen (U) Ltd Private have Quick Reaction Force-QRF who are always on patrol van and on standby to respond to any emergency of any sort. Quick Response Force respondent from Saracen (U) Ltd which forms 03% revealed that Saracen (U) Ltd work with Uganda Police Force on patrol which reinforces

the guards at the sites with emergencies. Other strategies according to respondents from Saracen (U) Ltd includes, 14 guards respondent which constitute 47% indicated that they inform the client about the alarm and as well as register the case with the Uganda Police force for further investigations and charge and as well radio their supervisors. 08 supervisor respondent which is 27% revealed that once contacted by the guards informing the about the alarm at the sites, do immediately liaise with the quick response force on standby and the police and, as well rush to the affected site.

Responding to alarm and gunshots at deployment sites is therefore, an issue of concern to both the Private Security organization that deployed the guard at the site, as well as to the Uganda Police force that is solely supposed to maintain law and order. Clients are also supposed to be informed of the alarm so as to follow the case with the police and in the courts of law if there were any arrest and charging by police.

#### **4.4.3. Possible strategies in which Saracen (U) Ltd can improve on the current security services to clients**

The minority 14 guard respondents which make 47% out of 30 respondents from Saracen (U) Ltd noted that the current private security services provided to diplomatic clients and other clients by private Security organisations in general are not the best noting that most of private security organisations are ill-equipped with some others not meeting some minimum requirements like meeting “O” level as minimum education requirement during recruitment as most of guards did not complete “O” level thus getting hardships in communicating in English with clients leading to poor communication and inefficiency at the deployment sites.

The remaining 08 supervisors which constitutes 27%, 01 Quick Response Force respondent which 03%, 04 Electronic Controllers respondents that forms 13% and 03 divers respondents which is 10% all considered the current private security services to their clients as the best.



**Table 17: Designation of Private security Personnel respondents from Saracen (U) Ltd**

<b>Saracen (U) Ltd</b>		
<b>Response</b>	<b>Frequency (f) for each response</b>	<b>Percentage (%) for each response</b>
Current private security services provided to clients by private Security organization in general are not the best	14	47
Current private security services provided to clients by private Security organization in general are not the best	16	53

**Source: Field findings (2017)**

The study finding imply that the private security services in Uganda are not yet the best ever as the all guards who form a big percentage of the respondents as per designations who participated in the study contended that the services offered by private security in Uganda in general were best. The total respondents of 16 which formed 53% of respondents who noted that Current private security services provided to clients by private Security organization in general are not the best is a combination of all respondents who participated in the study with different designations of Quick Response Force response, Electronic Controllers and drivers, which makes it minority if you consider respondents per designation individually.

The study findings established through Focus Group Discussions that the only possible way for Saracen (U) Ltd can improve on their current services to its clients is through being strict on the consideration of level of education which is ‘O’ as the minimum level of education at the

recruitment of guards to make sure that all guards have sufficient communication with the clients in English which is the official language of communication in Uganda, cross check with the former forces and the police as well to track the criminal record of x-service men they recruit, closely monitor and equip guards as per perceived danger at the site, and fair payment to avoid guards being tempted to steal at the sites.

Respondents noted that Private Security Personnel interlink with police especially in areas of terrorism threats where by police tend to use Private security personnel presence in most public places to carry out programs against terrorism acts, in rural deployment areas where there is no presence of police, Private Security personnel especially Quick Response Force-Q.R.F prevent crime within the communities by respond to neighbour's alarm, make monthly security situation reports which they share with the police, brief foreigner or new people in their area of operation about common crimes and the dark spots areas in certain parts of the towns and, sometimes arrest and hand over suspected criminals to Police. In addition, their presence in community and public places prevent of crimes.

Brown, L. and Wyckoff, M.D (1987: 71-89) also note that;

*“Community policing as a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. Private security Organisations thus being partners to police in crime prevention end up collaborating with the police in maintaining peace and security in the communities they serve.”*

The study findings therefore, imply that private Security personnel bridge the security gap in their communities of deployment thus working with the police.

#### **4.4.4. Areas Saracen (U) Ltd should improve to achieve excellence in service delivery**

To probe how best private security organisations can best improve on its service delivery to achieve excellence, respondents were asked areas they thought both Saracen (U) Ltd can improve to achieve excellence and respondents from both organisations identified the following areas as in table 19 below;

**Table 18: Areas Saracen (U) Ltd should improve to achieve excellence in service delivery**

<b>Saracen (U) Ltd</b>		
<b>Response</b>	<b>Frequency (f) for each response</b>	<b>Percentage (%) for each response</b>
Improvement of payments of guards through shift pay increment	30	100
Catering for guards medical bills	10	33
Pick guards and dropping to and from the main routs while coming to work and going back home	30	100
Giving more extra-time to guards for resting,	17	57
Providing new uniforms to guards without redacting salaries periodically	30	100
Organizing refresher training courses especially for supervisors and equal promotion of personnel based on merit	30	100

**Source: Field findings (2017)**

Improvement of payments of guards through shift pay increment, catering for guards medical bills, providing guards with meals on duty, catering for medical bills, pick guards and dropping to and from the main routs while coming to work and going back home, giving more extra-time to guards for resting, providing new uniforms to guards without redacting salaries periodically, organizing refresher training courses especially for supervisors and equal promotion of personnel based on merit can all make Private Security Organisations achieve their excellence in service delivery.

Indeed, most of guards complained of their payment being low and being mistreated at the sites of deployment by clients. Therefore, increasing the guards' payments would reduce on temptations to guards to steal from their clients at the deployment sites. One participant in the study during Focus Group discussion noted that;

*“It is an insult for a private security guard escorting bellion in transit, to get paid about 200,000 shillings and fail to plan diverting a bellion shillings van and steal for his personal use.”*

#### **4.4.5. Category of service sought by Saracen (U) Ltd clients**

Category of service sought by Saracen (U) Ltd clients was as indicated in table 20 below;

**Table 19: Areas Saracen (U) Ltd should improve to achieve excellence in service delivery**

<b>Saracen (U) Ltd</b>		
<b>Category of Service</b>	<b>Frequency (f)</b>	<b>Percentage (%)</b>
Protecting Commercial premises	10	67
Protecting Residential,	07	23
Protecting both Commercial and Residential	04	14
Total	30	100

**Source: Field findings (2017)**

Out of 15 Private Security Clients’ respondents, 10 that is 67% were hired Private Security services to protect their commercial premises, 4 which 26% hired Private security guards to protect their residential, while those who hired Private security guards to protect both their commercial and residential were only 1 which forms 07%. The majority, 67% hire private guards to protect their commercial promises because they feel their business and office premises are at high risk because they have valuable items that make them targets to bandits than residential.

The study findings therefore, reveal that it is after persons who have valuable items feels insecure that seek for private security services to safeguard their valuables.

#### **4.4.6. Period of consistent hiring Private security guards from Saracen (U) Ltd**

According to the study finding, all the 15 Clients respondents of Saracen (U) Ltd, that is, 100% had hired the private guards for more than 5 years. The study findings therefore, reveal that the

15 respondents have depended on Private Security guards in maintaining security at their premises for a long time.

The study findings therefore, imply that all the 15 respondents who participated in the study had or were hiring private security service to provide them security at their premises. Therefore, all the 15 respondents qualified to participate in the study since they were using private security services.

#### **4.4.7. Number of private security organisations hired by one client of Saracen (U) Ltd in a period of 2 years**

When asked whether they have ever changed their contracts with private security organisations from the ones they started with, 13 respondents which form a percentage of 87% indicated that they had hired private security guards from different Private security Organisations in a period of only 2 years. This implies that majority of Private Security clients are not satisfied with the security services they get from private security Organisations and thus keeping trying security services from different organisations.

However, the 7 respondents which make 13% of Saracen (U) Ltd Private Security Clients had maintained the same private security guards from the same organisations which imply that the respondents were satisfied with the private security services they were getting from their current Private Security Organisations.

#### **4.4.8. Reasons Saracen (U) Ltd clients for changing Private Security Service providers**

13 respondents from Saracen (U) Ltd which forms a percentage of 87% indicated they had hired private security guards from different Private security Organisations in a period of only 2 years attributed the change in guards from different Private Security Organisations to service and private security personnel related reasons which include expiry of contracts, failure to perform to the client's expectations, theft at the premises, late coming, drunkenness, sleeping on duty and aggressiveness.

These reason why clients have changed the hiring private security guards are the same as the offences which are committed by guards at the deployment sites. Therefore, as found out by the

study, behaviours of Private security personnel at deployment sites are big challenge to Private Security business in Uganda.

#### **4.4.9. Type of private security services sought by Saracen (U) Ltd clients**

The majority of private security clients have hired both armed and unarmed security personnel. As it was found out in the study 14 respondents preferred hiring both armed and unarmed Private security personnel for different reasons of which the unarmed personnel sit at the reception to receive and guide visitors of their offices while the armed private security organisations are supposed to maintain peace and security at the premise.

8 out of the remaining 13 respondents indicated that they had hired armed private security personnel because their sites were handling a lot cash and seemed targets of thieves, while other 3 respondents indicated that armed personnel and a dog to tighten the security at the premise, 1 respondent indicated their office had hired only un armed personnel for receiving, searching and guiding visitor at the premise and the remaining 1 respondent indicated that they had only contracted a private security organization for monitored alarm system services to secure their offices.

The study findings therefore, reveals that the private security organisations indeed offer different security service to their clients depending on how they want to secure or maintain security at their premises.

#### **4.4.10. Challenges faced by Saracen (U) Ltd clients with private security guards**

Private Security Clients in the study indicated that they were facing some challenges with the private security personnel they hired from Saracen (U) Ltd to maintain peace and security at their premises.

The study found out that the challenges as were indicated by respondents included theft at deployment sites, ignorance of guards bout security matters, hungry guards which leads to poor performance, sleeping on duty, familiarity of guards after getting used to the staff and, late coming thus causing insecurities at the deployment sites instead of keeping security at their sites.

#### **4.3.11. How Saracen (U) Ltd have helped their clients in solving the challenges faced with private guards**

The study found out that Saracen (U) Ltd has worked with clients to solve the challenges posed by guards at the various deployment sites including diplomatic premises. The study found out that in case of theft by guards at the site, Saracen (U) Ltd compensate the client and later punish guards, hold regular meeting with the client to assess the performance of their guards and Rapid response for emergency.

### **Findings from Respondents from G4S**

#### **4.0: Presentation of findings:**

#### **4.1. Findings on history and records of operations of G4S private Security organization.**

##### **4.1.1. Social-demographic information of respondents from G4S**

In this study, respondents Socio-demographic data include sex, age, level of education and department, number of consistent years of work in G4S, religion, and marital status.

These factors helped the researcher to establish the consistent number of years the respondents have worked in or contracted the same Private security Organization, gender and sex dynamics, designation, ranks, level of education and various departments of work in Private Security Organisations, category of site of Private security organisations' personnel and clients of the two selected private security organisations in Kampala City Council Authority in Central division, Uganda.

##### **4.1.1. Sex distribution G4S**

The study also investigated the gender of private security organisations respondents to determine their sex distribution in study Private security Organization.

**Table 20: Sex distribution of respondents from G4S**

<b>G4S</b>		
Sex	Frequency (f)	Percentage (%)
Male	21	70
Female	09	30
Total	30	100

**Source: Field data (2017)**

Males formed a high percentage of 70% that is 21 out of 30 G4S Security Organization personnel respondents, while Females were only 09 out of 30 respondents which is 30%. G4S Security Organization is therefore dominated by male counterparts compared to females according to the study findings.

The advantage of having male dominated personnel in G4S Security Organization is that the organization has strong guards who may be deployed at all sites despite the perceived danger at the deployment site since naturally, males are considered strong and brave. However, the disadvantage is that the personnel is not gender balanced and this means that G4S Security Organization lacks females to deploy to all sites that need both male and female guards.

#### **4.1.2. Age distribution**

Private security personnel were also asked how old they were and the findings were as follows:

**Table 21: Age distribution of respondents from G4S**

<b>G4S</b>		
Age (Years)	Frequency (f)	Percentage (%)
18-37	18	60
38-45	04	13
46-57	06	20
Above 57	02	07
Total	30	100

**Source: Field data (2017)**



As shown in table 21, the majority 18 that makes 60% of G4S Security organization respondents are from the age bracket 18-37 years, followed by 06 respondents which is 20% from the age bracket of 46-57 years, and 04 respondents, that is, 13% from the age bracket of 38-45, and the least 02 respondents, that is, 07% from the age bracket of above 57.

Age factor is very import attribution in private security service provision. During the Focus Group discussions with clients, the study established that, most of clients prefer young guards in the age bracket of 18-37 years for a number of reasons including feeling secure knowing that the young private security guards are energetic to man handle any intruder, rarely sleep on deployment site and respect the clients unlike the old guards easily take a nap of sleep at the sites, look weak and disrespect the clients especially, the young ones.

The findings however, imply that G4S employ more youths than the old ones. This is because young people are highly mobile and easy to manage. However, on sad, the clients during Focus Group discussion, respondents contended that young guards tend to steal more from deployment sites compared to old aged personnel.

#### **4.1.3. Education level of Private security organization personnel of G4S**

The Education level of the majority private security personnel in relation to the private security organization set minimum recruitment required level of education were as found out by the study as follows:

The researcher was interested in establishing Private security personnel's education levels as well as establishing whether the private security organization set minimum recruitment required level of education is met by all the personnel who formed the study sample. The respondents from G4S were therefore, asked to mention their different levels of Education.

**Table 22: Education level of Private security Personnel respondents from G4S**

<b>G4S</b>		
Education level	Frequency (f)	Percentage (%)
Bachelor's Degree	01	03
Diploma	03	10
'A' Level	06	20
'O' Level	20	67
Total	30	100

**Source: Field findings (2017)**

As indicated in table 8, the majority of G4S private security personnel respondents have “O” level with a few with “A” level; Diplomas and the least have Bachelor’s degrees. The study established that the respondents who have ‘O’ level are 20 constituting 67%, respondents with ‘A’ level are 06 which is 20%, the minority 03 respondents that constitute 10% have diplomas, while only one respondent have a bachelor’s degree.

The findings indicate that the majority of G4S private security personnel respondents have “O” level with a few with “A” level; Diplomas and the least have Bachelor’s degrees. The advantage of having the majority G4S having ‘O’ level of education is that majority of their G4S meets the recruitment required level of education. However, with this minimum level of education G4S Ltd lacks highly qualified personnel to take managerial role especially, supervision which is currently managed by guards with ‘O’ level.

#### **4.1.4. Marital Status of respondents from G4S**

30 respondents from both G4S were asked to tick different codes that had been assigned to their marital statuses. Married status was assigned code 3 while not married status was assigned code 4. The study finding of the marital Statuses was as shown in the table 24

**Table 23: Marital Status of respondents from G4S**

<b>G4S</b>		
Status	Frequency (f)	Percentage (%)
Married	21	70
Single	09	30
Total	30	100

**Source: Field data (2017)**

As shown in table 12 above, majority of respondents from G4S, 21 which is, 70% are married while the minority 09 respondents that constitute 30% are not married.

The study findings about the marital status of G4S which reveals that the majority of the 70% of the respondents are married imply high responsibility of the personnel at work as marriage is so much regarded as responsibility which is expected of all the married persons wherever, they are and in whatever they are doing.

#### **4.2.0. Findings on history and records of operations of G4S in Uganda**

The first objective of the study was to trace the history and records of operations of two security organisations in Uganda. The researcher therefore, based the objective to collect different responses from the participants of the study. The findings are thus presented and analysed according to themes of the questions asked during data collection.

##### **4.2.1. Background of G4S in Uganda**

Respondents from G4S were asked about the history of their private security organisations during Focus group discussions. Respondents from G4S were asked about the history of their private security organisations during Focus group discussions.

Respondents from GS4 noted their organization is an international security organization which has a great history which involved the merging of private security organisations across the world as he referred to the official organization's website which indicates that:

*"G4S is the former Securicor Plc which is a British multinational security services company with its headquarters in Crewley, West Sussex that merged with the Denmark-based Group 4 Falck to form G4S with wide history of G4S'origin being traced back to 1901 when it was*

*first founded in Copenhagen in 1901 by Marius Hogrefe, originally known as Kjøbenhavn Frederiksberg Nattevagt which translates as Copenhagen and Frederiksberg Night Watch, and subsequently renamed Falck, which started the G4S' changing of name especially after buying and merging with other security companies, especially in 2002 when Group 4 when merged with wackenhunt corporation in USA forming G4S."*

G4S' official website further shows that;

*"In Uganda being first incorporated in 1998 and at the present, being the world's largest security company measured by revenues and having operations in around 125 countries continents of North America, Europe, Middle East, Asia-Pacific, Africa and Latin America with over 620,000 employees."*

#### **4.2.3. Designation of the respondents from G4S**

The Researcher was interested in probing designations of the respondents to establish the private security services management from the top management to the guards on various sites and the results were as follows

**Table 24: Designation of Private security Personnel respondents from G4S**

<b>G4S</b>		
<b>Designation</b>	<b>Frequency (f)</b>	<b>Percentage (%)</b>
Supervisors	05	17
Quick Reaction Force	01	03
Guards	19	63
Electronic Controllers	03	10
Drivers	02	07
<b>Total</b>	<b>30</b>	<b>100</b>

**Source: Field findings (2017)**

As presented in table 6, the majority of the private security personnel respondents from G4S, that is, 19 respondents which constitute, 63% were guards, followed by the Supervisors who were 05 respondents that constituted 17 %. Electronic Controllers were 03 respondents, constituting 10%, drivers were only 02 respondents forming 07% of the respondents. The Quick Reaction Force was the last with only 01 participant constituting 03% of the respondents.

The study finding therefore, implies that private security services are more managed at the sites by guards who are supervised by a smaller number of supervisors. With this ratio of 1:3; one supervisor supervising 3 is seemingly effective but the proximity of deployment sites remains questionable, and can easily affect the supervision.

The closer the deployment sites are, the more the effective the supervision is and vice versa. Means of transport for supervisors also is a factor that can easily affect the effectiveness of supervisors during their work. Supervision with motor vehicle or motorcycle is more effective than foot supervision.

#### **4.2.4. Criteria of one becoming a security guard in G4S**

30 Respondents from G4S were asked to mention the criteria one has to go through to be recruited in private Security organization.

The responses mentioned were uniform and the response as were collected in study include writing a formal application letter, having completed 'O' as a minimum education requirement, being 18 years of age, having letter of recommendation from local council I and II of applicant's area of resident, two or more reputable referees, Ex-servicemen and woman in Police, Army or any law enforcement organs of government, sitting for interviews and finishing the whole training with the organization. Study findings reveal that being ex-service man or woman makes the applicant stand better chances of being recruited in Private Security noting that than any other applicant who has not been in security before.

The study findings however, is in contrast with Sarajevo Code of Conduct for Private Security Companies (2006:12) which agitate for any private security company to recruit a guard first carrying out background check to ascertain that the personnel have criminal record, have no past responsibility of human rights violation or violation of international humanitarian law; and have not been dishonourably discharged from police and armed forces through sharing database of bad conduct and dismissals with the police and other armed forces.

#### 4.2.5. Individual attributes of applicants considered by G4S during recruitment

Respondents were asked if their Private security organisations consider personal attributes of individuals applying to become private security guards and according to the findings were as indicated in table 27.

**Table 25: Individual attributes of applicants considered by G4S during recruitment**

G4S		
Attribute	Frequency (f)	Percentage (%)
Age	07	23
Personal Integrity	08	27
Personal Experience	05	17
Education level	03	10
Physical fitness	04	13
Medical fitness	01	03
Criminal record	02	07
Total	30	100

**Source: Field findings (2017)**

The majority 08 respondents from G4S, that is, 27% of respondents identified Personal Integrity, 07 respondents that constitute 23% mentioned Age, while 05 respondents that is, 17% identified Personal experience, 04 respondents that constitute 13% identified Physical fitness, 03 respondents that is, 10% identified Level of Education, 02 respondents which make 07% listed Criminal record, the remaining 01 respondent that is, 03% mentioned Medical Fitness as the attributes the private Security organisations consider while recruiting new private security guards.

However, with the alarming crime rate involving Private Security personnel, the study shocks to reveal that private security organisations considers persons' integrity and criminal records at the time of recruitment through vetting process

#### 4.2.6. Number of months of training of G4S security guards

The findings from G4S private Security respondents were; 18 respondents that constitute 60% chose the option of 1-3 months for training of guards, 09 respondents making 30% chose a response of less than 1 month while the remaining 03 respondents that is, 10%, ticked 4 months.

The 18 respondents who ticked the option of 1-3 months of training were all guards, Quick Reaction force and drivers while the 03 respondents who chose the option of 4 months for training were supervisors, and the remaining 11 respondents that chose the option of less than 1 month were electronic supervisors.

The respondents however, based themselves on the period of training in their departments that is conducted after the main general training of all the new recruits which is between 1-3 months.

#### 4.2.7. International or national training manual used by private security organisations during the training of security guards

The researcher was interested in establishing whether the private security organisations use any National or International manuals for training guards and or, the recruits in their use training manuals during training and the findings were; 23 respondents which constituted 77% answered No while the remaining 07 respondents which is, 23% answered Yes as indicated in table 28.

**Table 26: International or national training manual used by G4S during the training of security guards**

<b>G4S</b>		
Response	Frequency (f)	Percentage (%)
Yes	07	23
No	23	77
Total	30	100

**Source: Field findings (2017)**

The findings therefore, reveal that Private Security Organisations though train their new recruits, do not have standard set training manuals to use but instead revealed that training manuals are mostly, designed by consultant firms which obtain some guidelines from the Uganda Police. The study also found out that that companies such as G4S which are sometime involved in exporting

labour outside to some extent include international manual provided by the recruiting partner agency to train personnel being taken abroad and also in special circumstances trainings that are given to some particular personnel recruited on request to permanently be deployed at some diplomatic missions' offices.

#### 4.2.8. Rating of the training in use of guns by G4S guards

To establish how private security personnel rate the training they receive on the use of guns and the respondents from G4S private security were asked to rate their training choosing from multiple answers of Very good, Good, Fair, Bad and Poor. The findings were as presented in table 15 below;

**Table 27: Extent to which G4S private security personnel believe that the training they receive from their respective organisations is satisfactory for the use of guns on their duty.**

Response		No. of respondents	Percentage
a	Very good	18	60
b	Good	07	23
c	Fair	05	17
d	Bad	00	00
e	Poor	00	00
	Total	30	100%

**Source: Field data (2017)**

Respondents highly believed that their training on the use of guns is Very good with 18 respondents out 30 from G4S, which makes 60% saying it is very good, 07 (23%) respondents rating the training on use of guns good, 05 (17%) of respondents rating their training on use of gun as fair, and none of the respondents rating their training on use of gun as either bad or poor as shown in table 24.



The findings therefore, imply that the respondents (100%) from the findings therefore, imply that the respondents (100%) from Saracen (U) Ltd private security organisations believe that the training they receive from their organisations is satisfactory for the use of guns on their duty.

However, one still wonders why there are some situations in Uganda of misuse of guns by especially hiring them to criminals if indeed the private security organisations satisfactorily train their personnel on how to effectively use guns as it is indicated by the Observer (April, 2015) which indicates that,

*“Killer guns in Uganda are hired between Shs 200,000-to-shs from wrong 500,000 elements within private security companies and national security forces like the police and army with an average of three cases of stolen guns being reported to police every month by private security firms with many of these guns, never being recovered and ending up being used in criminal activities.”*

To ascertain on the findings by The observer newspaper, the researcher asked the respondents why such case still exist yet they claim to be satisfactorily trained on how to use guns, one of the participants had this to say,

*“One does not hire his gun to thief to go and use it to steal because he or she doesnot know it is against the professional code of ethics, but because have been promised some good share after the use of the gun by criminals. Some times a guard or any other security personnel may hire his or her gun to a friend or a relative just to sort his problems by killing the opponent.”*

Hiring guns whether for money or other reasons is unethical, disastrous and aggravate crimes involving use guns in Uganda leaving many dead, others in robbed of their property, while others are orphaned. The findings also reveal poor training of Saracen (U) Ltd guards on use of guns, as well trained personnel cannot hire his or her gun to gang star to use in breaking the laws.

#### **4.2.9. Rating of the training in use other lethal equipment like pepper spray by guards**

The researcher was interested in establishing how private security personnel rate the training they receive on the use of other lethal equipment like pepper spray choosing from multiple

answers of Very good, Good, Fair, Bad and Poor and the respondents from G4S private security were findings were as presented in table 30.

**Table 28: Extent to which G4S private security personnel believe that the training they receive on use of lethal equipment like pepper spray during their duty**

Response		No. of respondents	Percentage
a	Very good	11	37
b	Good	09	30
c	Fair	06	20
d	Bad	03	10
e	Poor	01	03
	Total	30	100%

**Source: Field data (2017)**

The majority 11 respondents out of 30 from G4S constituting 37% said their training on use of lethal equipment like pepper as very good, 09 respondents which forms 30% rated their training as good, while 06 respondents constituting 20% rate the training as fair, 03 making 10% rated the training as bad and 01 respondent constituting 03% rated the training poor.

#### **4.2.10. Rating of the training on apprehending suspects by guards at their deployment sites**

In evaluating the training in apprehending suspect, respondents from G4S were also asked to evaluate their training in apprehending suspects, respondents the evaluation of the training are as indicated in table 20 below;

**Table 29: Extent to which G4S private security personnel believe their training on apprehending suspects by guards at their deployment sites**

Response		No. of respondents	Percentage
a	Very good	04	13
b	Good	10	33
c	Fair	16	53
d	Bad	00	00
e	Poor	00	00
	Total	30	100%

**Source: Field data (2017)**

The majority 16 respondents equivalent 53% for G4S said that training on apprehending suspects at their deployment sites was fair, 10 respondents which is 33% said the training is good, 04 respondents which is 13% evaluated their training on apprehending suspects as very good. One Supervisor during the Focus Group Discussion had to say that;

*“Apprehending a suspect may only take order from a guard to a suspect and at other time may involve scuffles between a guard and a suspect. If the suspect being comprehended is cooperative, you may conclude that the guard is well trained and vice versa.”*

#### **4.3.0. Findings on assessing the effectiveness and problems faced by G4S**

The second objective of the study was to assessing the effectiveness and problems faced by G4S security organization in Uganda. The researcher therefore, based the objective to collect different responses from the participants of the study. The findings are thus presented and analysed according to themes of the questions asked during data collection.

#### **4.3.1. Number of Years the Respondents has consistently worked in G4S**

Respondents from both G4S were asked the number of years they had consistently worked for in their respective organisations and the response were as shown in the table 9 and 23 below;

**Table 30: Number of years of consistent work in G4S**

<b>G4S</b>		
No.of years(Years)	Frequency (f)	Percentage (%)
Less than 01	4	13
01	7	23
2-5	6	20
06 and above	13	44
Total	30	100

**Source: Field data (2017)**

From table 23,10 out of 30 respondents of G4S Private security organization making 13% had consistently worked in G4S Private security organization for a period of less than one year, 7 respondents which is 23% had consistently worked for 01 year, 06 respondents that forms percentage 20% had been consistently working in G4S Private security organization for a period

between 2-5 years, while the majority of respondents, that is, 13 which is 44% had been working in G4S organisations for a period of 06 years and more.

The finding therefore, implies that the majority personnel of G4S had been working in Private Security for a period of 06 years and more, which gives them vast experience. The findings therefore, imply that the majority personnel of G4S had been working in G4S for a long period above 6 years which gives them vast experience.

#### **4.3.2. Payments compared to guards' shifts**

20 respondents out of 30 respondents from G4S who participated in the study considers their payment not fair compared to shifts according to the study findings. Only 10 which constitute 33 that indicated that their payment compared to the shifts given to each guard was not fair citing some favouritism and bribe in deployment. One guard who participated in group discussion had this to say,

*“Supervisors are highly corrupt especially when it comes to deployment on good sites and making guards to callon their duties at their deployment sites. He noted that to be deployed to good sites like embassies and fincial institutions or any where else where a guard can get some lunch, battle of water, and tipoff ask for money and especially on archedes where there is parking, ask for not less than 10,000 shillings when they come for supervision. He added that, supervisors also favour their friends and tribe in deploying and giving extra-shifts to guards.”*

In the study it was observed that a general guard's salary starts at 140,000 ugandan shillings and varies depending on the special attachment site. It was observed during the study that if a guard is attached to a client who pay more, will earn more than the one attached to the client who pays less.

#### **4.3.3. Type of clients of G4S Private Security Organisations**

The researcher was also interested in establishing the type of clients of G4S is of having and the current challenges they face with individual clients. Respondents from G4S listed Banks, Embassies, Office promises, Diplomatic Residents, Universities, Arcades, Hotels, Government

institutions premises, Non-governmental organisations, Fuel stations and Residents of local Ugandans who able to pay for the private security service as shown in table 24 below;

**Table 31: Type of clients of Saracen (U) Ltd Private Security Organization**

<b>G4S</b>		
<b>Response</b>	<b>Frequency (f) for each response</b>	<b>Percentage (%) for each response</b>
Banks	30	100
Embassies	30	100
Office Premises	30	100
Diplomatic Residents	30	100
Universities	27	90
Schools	25	83
Hotels	30	100
Fuel stations	30	100
Arcades	30	100
Factories	17	57
Construction Sites	19	63
Residents of Ugandans	30	100

**Source: Field data (2017)**

As shown in table 14, each response's frequency totalled and percentage calculated independently. In the study, all the 30 respondents from Saracen (U) Ltd which is 100% listed Embassies, Banks, fuel stations, Office promises, Diplomatic residents, Hotels, Arcades, and Residents of Ugandans while only 25 respondents (83%) listed Schools, 27 respondents (90%) mentioned Universities, 17 respondents (57%) listed factories and 19 respondents (63%) included construction sites. The study however, established from the a supervisor who participated in the study that, all the clients listed were clients of G4S and that the differences in the frequency were as a result of participants knowledge of the clients, either had never been deployed to that client.

G4S clientele therefore, comprises only those ones who can afford hiring private Security guards to maintain peace and security around their premises.

The findings conforms the finding of Kirunda (2008),

*“...in may and December 2005, private security guards working for Securicor Grey made off with US\$1.2 billion (equivalent to US\$690 million) belonging to Stanbic Bank, which was being transported from Mbale to Kotido, of which only US\$900 million (US\$517 000) was recovered. He notes that, in another incident, a bullion van transporting US\$700 million (US\$402 000) from Mbale to Iganga was diverted and the money was also stolen by guards working for Securicor Grey and later abandoned the bullion vans that were later tracked.”*

#### **4.3.4. Monitoring activities of individual guards at site of deployment**

Responses from G4S listed inspection, clocking system in which guards signs in sites books at their arrivals and at departure, CCTV surveillance camera at sites and through hourly updates by radio call check-ups as shown in table 25.

**Table 32: Monitoring activities of individual G4S guards at site of deployment**

<b>G4S</b>		
<b>Inspection</b>	<b>Frequency (f) for each response</b>	<b>Percentage (%) of each response</b>
Physical site supervision by Supervisors	30	100
Signing in sites books at their arrivals and departure	30	100
CCTV Camera surveillance	27	90
Hourly updates by radio call check-ups	30	100

**Source: Field data (2017)**

Of all these monitoring methods, the majority 30 that constitute 100% of the respondents revealed that supervision of guards by supervisors at the sites is more effective compared to other methods since guards may clock in and leave the site and later come back in the morning to clock out or sleep in a corner that is not surveyed by CCTV-Closed Circuit Television Camera that monitors the activities of private guards at the sites. To ascertain why some of the mentioned monitoring methods were not mentioned by all the 30 participants from G4S, Supervisor had this to say;

*“ G4S use all the monitoring methods mentioned by the participants but for those participants who have not mentioned some methods, it means they have not been monitored by the same methods because, not all the deployment sites are monitored by all the same methods of monitoring.”*

The findings imply that the identified monitoring methods are best methods so far used to monitor guards at their deployment sites across all the Private Security companies in Uganda.

#### **4.3.5. G4S guards’ behaviour at the site that are considered as offences**

The study investigated guards’ behaviours at a site that are considered as offences and the findings were as shown in table 26 below;

**Table 33: G4S guards’ behaviour at the site that are considered as offences**

<b>G4S</b>		
<b>Behaviour</b>	<b>Frequency (f) for each response</b>	<b>Percentage (%) of each response</b>
Abandoning the site	30	100
Sleeping while on duty	30	100
Drunkenness,	30	100
General misuse of site like entering where a guard is not supposed to	30	100
Stealing from the site	30	100
Insulting the clients	28	93
Falling in love with clients house maids	23	77
Use of drugs at the site.	26	87

**Source: Field data (2017)**

30 respondents which is a percentage of 100% of respondents from Saracen (U) Ltd revealed that guards’ behaviour that are considered offences at their deployment sites and are punishable are

abandoning the site, sleeping while on duty, drunkenness, general misuse of site like entering where a guard is not supposed to or stealing from the site while only 28 respondents which is 93% listed insulting the clients, 23 respondents constituting 77% revealed falling in love with clients house maids and 26 respondents making 87% also mentioned use of drugs at the site.

The findings therefore, reveal the behavioural challenges affecting the operation of private security services that are not easy to control since they are with in individuals who act and behave differently.

The most committed offense as it was established by the study are therefore, those ones shown in the table 16 with the frequency of 30 and percentage of 100% which includes abandoning sites, sleeping on duty, drunkenness, General misuse of site like entering where a guard is not supposed to and stealing from the clients.

Respondents from G4S noted that, Punishments for those offences committed by guards at the deployment sites involve verbal warning from site supervisor, written warning, reduction of shifts payment, appearing before disciplinary committee and dismissal from the organization. In a Focus Group Discussion, one Supervisor noted that,

*“Private Security personnel are always briefed on parades that take place before deployment a bout their codes and ethics and are urged to strictly stick to them to avoid offences at the sites to avoid offences.”*

However, the study finds it somehow contradicting that, Private security personnel are argued to observe their professional codes and ethics with crimes committed by private security guards still topping the list of crimes committed by all security personnel in Uganda as it was cited in Daily Monitor (June 9, 2012).



#### 4.3.6. G4S clients' behaviours that cause the security guards to get involved in client-guard wrangles

Respondents from Private Security Organisations were further asked the clients behaviours that cause them to get involved in wrangle. The findings were;

**Table 34: G4S clients' behaviours that cause the security guards to get involved in client-guard wrangles**

G4S		
Behaviour	Frequency (f)	Percentage (%)
Starving the guards at deployment sites where by the clients cannot even give him or her a glass of water	16	60
Involving guards into other works at deployment sites like washing vehicles, buying for them some staffs from shops or supermarkets and babysitting.	12	23
Being rude and quarrelsome	02	17
Total	30	100

**Source: Field data (2017)**

Out of 30 respondents from Saracen (U) Ltd, 16 that is, 53% pointed out starving the guards at deployment sites where by the clients cannot even give him or her a glass of water, 12 respondents which is 40% singled out the clients' behaviour of involving guards into other works at deployment sites like washing vehicles, buying for them some staffs from shops or supermarkets and babysitting. 02respondents that is, 07% according to the study, indicated that clients also have a behaviour of being rude and quarrelsome.

All these behaviours as it was established by the study during the interview with the respondents create tension between the guards and clients at the site leading to conflicts between the two parties.

The participants according to the study finding suggested that the remedy to all the listed clients' behaviours that trigger wrangles with the guards at the sites should include clearly stipulating in the contract between G4S and its clients the specific guards' scope of work at the sites so that the clients can know what they expect the guards to do and not to do.

#### **4.4.0. Findings on identifying the measures that can help G4S in Uganda to serve as well suggested by management and security operatives and, the community where they have ever served and are serving now**

The third objective of the study was to identify the measures that can help private security organisations serve well in Uganda to serve as suggested by management and security operatives and, the community where they have ever served and are serving now

#### **4.4.1. Equipping G4S guards at different sites**

Level of equipment of guards at deployment sites according to the interviews held during the study depends on what type of site and the perceived danger on the site.

In regard to the above findings, the various Private security organisations should equip all guards with all the necessary equipment to guards and the site. In the study interview, the respondents pointed out that installing CCTV cameras at all sites, giving all guards with Radio call handset, organizing refreshers course for all private security organization personnel and, giving facilitation like allowances to all guards on duty to avoid temptation of stealing as well as fair remuneration of guards can all make private security services in Uganda.

#### **4.4.2. How G4S respond to alarm or gunshots of each guard at different calling for re-enforcement**

Respondents from G4S were also asked to mention the strategies they use to respond to emergencies at deployment sites like alarm and gunshots or radio call for help. The 30

respondents which is 100% noted that G4S has Quick Reaction Force-QRF which is always on patrol van and on standby to respond to any emergency of any sort.

Quick Response Force respondent (03%) revealed that G4S work with Uganda Police Force on patrol which reinforces the guards at the sites with emergencies. Other strategies according to 14 guard respondents which constitute 47% indicated that they inform the client about the alarm and as well as register the case with the Uganda Police force for further investigations and charge and, as well radio their supervisors. 08 supervisor respondent which is 27% revealed that once contacted by the guards informing them about the alarm at the sites, do immediately liaise with the quick response force on standby, also with the police and, as well rush to the affected site.

Responding to alarm and gunshots at deployment sites is therefore, an issue of concern to both the Private Security organization that deployed the guard at the site, as well as to the Uganda Police force that is solely supposed to maintain law and order. Clients are also supposed to be informed of the alarm so as to follow the case with the police and in the courts of law if there were any arrest and charging by police.

#### **4.4.3. Major challenges to G4S in Uganda with emphasis on security services to clients**

The study found out that Private Security Organisations were facing some major challenges in Uganda. The respondents from G4S revealed that as an industry, Private Security Organisations face the challenge of some personnel misbehaviour at sites including the stealing property and worst of all, cash in transit, a behaviour that is blamed on the contracted organization leading to the loss of contract and on rare occasions, paying for the lost or damaged property at the sites.

In an interview with the respondents from G4S, the study also found out that Private Security Organisations are taxed heavily by the government. The respondents pointed out heavy taxes by government as one of the reasons why several private security organisations remunerate their personnel poorly.

#### **4.4.4. Possible strategies in which G4S can improve on the current security services to clients**

The minority 18 respondents which make 60% out of 30 respondents noted that the current private security services provided to clients by private Security organization in general are not the best noting that most of private security organisations are ill-equipped with some others not meeting some minimum requirements like meeting “O” level as minimum education requirement during recruitment as most of guards did not complete “O” level thus getting hardships in communicating in English with clients leading to poor communication and inefficiency at the deployment sites.

The remaining 12 respondents which constitute 40% consider the current private security services to their clients as the best but also noted that if the private security organisations in general have to offer the excellent security services to their clients have to be strict on the consideration of level of education which is ‘O’ as the minimum level of education at the recruitment of guards to make sure that all guards have sufficient communication with the clients in English which is the official language of communication in Uganda, cross check with the former forces and the police as well to track the criminal record of x-service men they recruit, closely monitor and equip guards as per perceived danger at the site, and fair payment to avoid guards being tempted to steal at the sites. To ascertain these challenges during Focus Group

#### **4.4.5. Circumstances under which G4S guards have Worked with the police in community policing**

The respondents from private Security Organisations were also asked about circumstances under which private security personnel worked with the police in community policing and the findings were:

Respondents noted that Private Security Personnel interlink with police especially in areas of terrorism threats where by police tend to use Private security personnel presence in most public places to carry out programs against terrorism acts, in rural deployment areas where there is no presence of police, Private Security personnel especially Quick Response Force-Q.R.F prevent crime within the communities by respond to neighbour’s alarm, make monthly security situation reports which they share with the police, brief foreigner or new people in their area of operation

about common crimes and the dark spots areas in certain parts of the towns and, sometimes arrest and hand over suspected criminals to Police.

The study findings therefore, imply that private Security personnel bridge the security gap in their communities of deployment thus working with the police.

**4.4.6. Areas G4S should improve to achieve excellence in service delivery**

To probe how best private security organisations can best improve on its service delivery to achieve excellence, respondents were asked areas they thought G4S can improve to achieve excellence and respondents from both organisations identified the following areas as in table 19 below;

**Table 35: Areas G4S should improve to achieve excellence in service delivery**

<b>G4S</b>		
<b>Response</b>	<b>Frequency (f) for each response</b>	<b>Percentage (%) for each response</b>
Improvement of payments of guards through shift pay increment	30	100
Catering for guards medical bills	17	57
Pick guards and dropping to and from the main routs while coming to work and going back home	30	100
Giving more extra-time to guards for resting,	19	63
Providing new uniforms to guards without redacting salaries periodically	30	100
Organizing refresher training courses especially for supervisors and equal promotion of personnel based on merit	30	100

**Source: Field findings (2017)**

Improvement of payments of guards through shift pay increment, catering for guards medical bills, providing guards with meals on duty, catering for medical bills, pick guards and dropping to and from the main routs while coming to work and going back home, giving more extra-time to guards for resting, providing new uniforms to guards without redacting salaries periodically,

organizing refresher training courses especially for supervisors and equal promotion of personnel based on merit can all make G4S achieve their excellence in service delivery.

Indeed, most of guards complained of their payment being low and being mistreated at the sites of deployment by clients. Therefore, increasing the guards' payments would reduce on temptations to guards to steal from their clients at the deployment sites.

#### 4.4.7. Category of G4S Private Security clients

**Table 36: Category of G4S Private Security Clients**

<b>G4S</b>		
<b>Category of Service</b>	<b>Frequency (f)</b>	<b>Percentage (%)</b>
Protecting Commercial premises	08	53
Protecting Residential,	04	27
Protecting both Commercial and Residential	03	20
Total	15	100

**Source: Field findings (2017)**

Out of 15 Private Security Clients' respondents, 08 that is 53% were hired Private Security services to protect their commercial premises, 4 which 27% hired Private security guards to protect their residential, while those who hired Private security guards to protect both their commercial and residential were only 03 which forms 27%. All the 15 clients of G4S contended during the study that they hire private guards to protect their commercial premises because they feel their business and office premises are at high risk because they have valuable items that make them targets to bandits than residential.

The study findings therefore, reveal that it is after persons who have valuable items feels insecure that seek for private security services to safeguard their valuables.

#### **4.4.8. Period of consistent hiring Private security guards from G4S private Security organisations**

According to the findings, all the 15 Clients respondents of G4S that is, 100% had hired the private guards for more than 5 years. The study findings therefore, reveal that the 15 respondents have depended on Private Security guards in maintaining security at their premises for a long time.

The study findings therefore, imply that all the 15 respondents who participated in the study had or were hiring private security service to provide them security at their promises. Therefore, all the 30 respondents qualified to participate in the study since they were using private security services.

#### **4.4.9. Number of private security organisations hired by one G4S client in a period of 2 years**

When asked whether they have ever changed their contracts with private security organisations from the ones they started with, 13 respondents which form a percentage of 87% indicated that they had hired private security guards from different Private security Organisations in a period of only 2 years.

This implies that majority of Private Security clients are not satisfied with the security services they get from private security Organisations and thus keeping trying security services from different organisations.

However, the 7 respondents which make 13% of Private Security Clients had maintained the same private security guards from the same organisations which imply that the respondents were satisfied with the private security services they were getting from their current Private Security Organisations.

#### **4.4.10. Reasons for G4S clients changing Private Security Service providers**

Only 03 respondents which constituted 20% had not changed guards from other private security organisations while 12 respondents which forms a percentage of 80% indicated that they had

hired private security guards from different Private security Organisations in a period of only 2 years attributing the change in guards from different Private Security Organisations to service and private security personnel related reasons which include expiry of contracts, failure to perform to the client's expectations, theft at the premises, late coming, drunkenness, sleeping on duty and aggressiveness.

These reason why clients have changed the hiring private security guards are the same as the offences which are committed by guards at the deployment sites. Therefore, as found out by the study, behaviours of Private security personnel at deployment sites are big challenge to Private Security business in Uganda.

#### **4.4.11. Type of private security services sought by G4S clients**

The majority of private security clients have hired both armed and unarmed security personnel. As it was found out in the study 08 respondents preferred hiring both armed and unarmed Private security personnel for different reasons of which the unarmed personnel sit at the reception to receive and guide visitors of their offices while the armed private security organisations are supposed to maintain peace and security at the premise. Private security guards are evident at the entrances of most embassies in Kampala such as the South African and Nigerian embassies to mention but a few, they actually manage access to the chancery offices. The same is true of American embassy. Two respondents indicated that they had hired armed private security personnel because their sites were handling a lot cash and seemed targets to thieves, while other two respondents indicated that armed personnel and a dog to tighten the security at the premise, one respondent indicated their office had hired only un armed personnel for receiving, searching and guiding visitor at the premise and the remaining one respondent indicated that they had only contracted a private security organization for monitored alarm system services to secure their offices.

The study findings therefore, reveals that the private security organisations indeed offer different security service to their clients depending on how they want to secure or maintain security at their premises.



#### **4.4.12. Challenges faced by Private Security clients with G4S private security guards**

Ten out of fifteen G4S Private Security Clients in the study indicated that they were facing challenges with the private security personnel they hired to maintain peace and security at their premises.

The study found that the challenges as were indicated by respondents included theft at deployment sites, ignorance of guards about security matters, hungry guards which leads to poor performance, sleeping on duty, familiarity of guards after getting used to the staff and, late coming thus causing insecurities at the deployment sites instead of keeping security at their sites. The findings therefore, imply private security organisations and their clients face the same challenges with individual private security guards who miss present their employers at the deployment sites where they also trouble the clients.

#### **4.4.13. How the G4S private security organization has helped their clients in solving the challenges faced with private guards**

The study found that in case of theft by guards at the site, private security organisations compensate the client and later punish their guards, hold regular meeting with the client to assess the performance of their guards and Rapid response for emergency. However, much the Private security Organisations work with the clients as revealed by the study, the fact remains that the private security guards steal and cause other insecurities at their deployment sites as indicated in the study.

#### **4.5.1. History of the two private security organisations of Saracen (U) Ltd and G4S**

- Comparing the background of the two Private Organisations of G4S' background on the internal scene is giant and remains the oldest though new in Uganda compared to Saracen (U) Lt which was established in 1995.
- Supervisors from Saracen (U) Ltd participated more than the ones from G4S. However, guards in both Saracen (U) Ltd and G4S equally participated highly followed by supervisors, Electronic controllers, Drivers and lastly Quick Response Force personnel.

- The study also reveals uniformity in Saracen (U) Ltd and G4S individual attributes considered during recruitment of new guards, implying that these applicants personal attributes cuts across the Private security sector in Uganda.

#### **4.5.2. Effectiveness and problems faced by both Saracen (U) Ltd and G4S**

- Saracen (U) Ltd with supervision ratio of 1:2, 1 supervisor supervising 2 guards, has close supervision compared to G4S which has a supervision ratio of 1:3, one supervisor supervising 3 guards.
- Respondents (100%) from both G4S and Saracen (U) Ltd G4S believe that the training they receive from their respective organisations is satisfactory for the use of guns on their duty.
- Both Saracen (U) Ltd and G4S private security organisations have the same methods of monitoring guards on duty.
- Both Saracen (U) Ltd and G4S train their guards excellently on how to apprehend the suspects at their sites.
- Like the study findings from the G4S of which majority 67%, the majority respondents 87% of Saracen (U) Ltd personnel noted that personnel's payment on shift payment basis is not fair.
- Respondents from both G4S and Saracen (U) Ltd noted that, Punishments for those offences committed by guards at the deployment sites involve verbal warning from site supervisor, written warning, reduction of shifts payment, appearing before disciplinary committee and dismissal from the organization.
- Saracen (U) Ltd have highly educated personnel than G4S
- Guards from both Saracen (U) ltd and G4S believe that their pay per shift is not fair
- Saracen (U) ltd pays higher than G4S

- The researcher made one major observation that G4S have not yet ventured into guarding oil sites as Saracen (U) Ltd does, since none of the respondents listed Oil sites as one of their clients.
- Both Saracen (U) Ltd and G4S experience a challenge of high employee turn over caused by little payment leading to ‘every day’ recruitment and training which is also costly to the organisations.

#### **4.6.0. Measures that can help both Saracen (U) Ltd and G4S Private Security**

##### **Organisations to serve well that are suggested by the management and personnel and, the community they have ever served and are still serving now.**

- Level of equipment of guards at deployment sites in both Saracen (U) Ltd and G4S depends on what type of site and the perceived danger on the site assignment given. Considering guards on board Cash In Transit are equipped with head helmets and bullet proof jackets. Findings from Saracen (U) Ltd also established that some of their guards especially at diplomatic sites, some Banks and personal escorts to prominent individuals are equipped with pistols.
- Responding to alarm and gun shots at the deployment sites is an issue of concern to both Saracen (U) Ltd and G4S as well as to Uganda police force that is solely supposed to maintain law and order. Clients are also informed of the cause of the alarm by both Saracen (U) Ltd and G4S so as to follow the case with the police and in the law o courts if they were any arrest and charging by the police.
- Private Security personnel of both Saracen (U) Ltd and G4S interlink with the police especially in areas of terrorism threats where by police tend to use private security personnel presence in most public places to carry out programs against terrorism acts, in rural deployment areas where there is no presence of the police, private security personnel especially, Quick Response Force-QRF prevent crimes within communities by responding to neighbours’ alarm, make monthly reports which they share with the police, brief foreigners or new people in the their areas of operation about common crimes and dark corners in certain parts of the town and, sometimes apprehend and hand over suspected criminals to the police.

- Saracen (U) Ltd and G4S in order to improve on their current services to achieve excellence all need to improve on payments of guards through shift payment of guards through shift pay increment, catering for guards medical bills, providing guards with meals on duty, catering for medical bills, picking guards and dropping them to and from the main routes while coming to work and going back home, giving more extra-time to guards for resting, providing new uniforms to guards without redacting their salaries periodically, organizing refresher training courses especially for supervisors and equal promotions of personnel based on merit can all make private security organisations achieve their excellence in service delivery in Uganda.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presents the summary of findings, conclusion derived from the findings and the recommendations that will help the private security organisations achieve their excellence in order to contribute in maintaining Peace and security in Uganda

#### **5.1.0 Summary of findings from G4S**

##### **5.1.1 Summary of findings on history and record of the two private security organisations in Uganda?**

The study found that G4S have international background with British origin. One key respondent from GS4 referring to the organization's official website noted that G4S is the former Securicor Plc which is a British multinational security services company with its headquarters in Crewley, West Sussex that merged with the Denmark-based Group 4 Falck to form G4S with wide history of G4S' origin being traced back to 1901 when it was first founded in Copenhagen in 1901 by Marius Hogrefe, originally known as Kjøbenhavn Frederiksberg Nattevagt which translates as Copenhagen and Frederiksberg Night Watch, and subsequently renamed Falck, which started the G4S' changing of name especially after buying and merging with other security companies, especially in 2002 when Group 4 when merged with Wackenhunt corporation in USA forming G4S.

In Uganda G4S was incorporated in 1998 and at the present, is the world's largest security organization measured by revenue and having operations in around 125 countries in continents of North America, Europe, Africa, Asia-pacific, and Latin America with over 620,000 employees.

The other common factor that was behind the rise of private security organisations in Uganda as it was found out by the study was high rate of crimes which required all Ugandans with property to seek for security service to keep secure and peaceful. Communities' security demands were very high yet the ratio of police to Population remained low as it is indicated by Uganda Police force (2014) which notes that;

“ ...with Uganda police to population ratio remaining very low and standing at one police officer per 1, 863 people which is below the international ratio of 1:500, it was important to relinquish some police functions to private security organisations as one way of filling up the security gaps.”

The study also found that for one to be recruited as security guard, has to write a formal application letter, at least be in possession 'O' certificate of education requirement, being 18 years of age, having letter of recommendation from local council I and II of applicant's area of resident, two or more reputable referees, x-servicemen and woman in Police, Army or any law enforcement organs of government, sitting for interviews and finishing the whole training with the organization. Ex-servicemen and woman in Police, Army or any law enforcement organs of government. The study however, found out that the recruiting private security companies do not track these x-servicemen who in most cases have been dishonourable chased from the army, police and other private security organization, thus ending up recruit 'criminals'

It was found out that both females and males constitute as employees of the private security organisations and this easy work during operations in situation of arrest and search of culprits/suspects. It was found that age factor is very import attribution in private security service provision. During the Focus Group discussions with clients, the study established that, most of clients prefer young guards in the age bracket of 18-37 years for a number of reasons including feeling secure knowing that the young private security guards are energetic to man handle any intruder, rarely sleep on deployment site and respect the clients unlike the old guards easily take a nap of sleep at the sites, look weak and disrespect the clients especially, the young ones.

The findings however, imply that G4S employ more youths than the old ones. This is because young people are highly mobile and easy to manage. However, on sad note, the clients during Focus Group discussion, respondents contended that young guards tend to steal more from deployment sites compared to old aged personnel.

It was found that individual attributes of applicants are considered by private security organisations during recruitment. During the interviews all the 30 Respondents from Saracen (U) Ltd, indicated 100% of respondents identified Age, Integrity, experience in security field, level of education, Physical fitness, Medical fitness and Nationality as the attributes the private Security organisations consider while recruiting new private security guards.

It was also established that the mains clients of G4S are Banks, Embassies, Office promises, Diplomatic Residents, Universities, Arcades, Hotels, Government institutions premises, Non-governmental organisations, Fuel stations and Local Ugandans' residents. G4S clientele therefore, is comprised of Diplomatic missions, Office premises, Banks, Hotels, Arcades and Fuel stations since they are the ones who can afford hiring private Security guards to maintain peace and security around their premises. Otherwise, everyone in Kampala is equally vulnerable to burglary and other insecurities from gangs in Kampala like Ki Face which steal and terrorize the whole city.

### **5.1.2. Summary of findings on effectiveness and problems faced by G4S**

It was found out that one of the ways private security organization can be effective is through site assessment of their client .The level of equipment of guards at deployment sites is determined by a pre visit assessment of the site. According to the interviews held during the study depends on what type of site and the perceived danger on the site.

One official from G4S during the study interview had this to say:

*“Private Security personnel are always equipped according to their site of deployment, citing an example of protective gears like helmet at construction sites.*

*He also noted that in some deployment sites, there are some highly restricted part in which no body is allowed to easily go, and in that case therefore, guards are given reflector*

*jackets, in addition to semi-automatic gun, hand cuffs, baton, radio call sets, occurrence books for recording every thing that happens at the site, explosive and detectors for checking all visitor and vehicles that are given depending according to the deployment sites.”*

The above findings from the respondent indicate that the level of equipment of G4S in Uganda. It is commendable for G4S managers to provide all guards with protective gears like helmets and bullet proof jackets to reduce on risk of being injured in the lines of duty.

It was found that G4S can best improve on its service delivery to achieve excellence, and the by improving payments of guards through shift pay increment, catering for guards medical bills, providing guards with meals on duty, well organized transport pick guards and dropping from the main routes while coming to work and going back home, giving more extra-time to guards for resting, providing new uniforms to guards without redacting salaries periodically, organizing refresher training courses especially for supervisors and equal promotion of personnel based on merit can all make Private Security Organisations achieve their excellence in service delivery.

Indeed, most of guards complained of their payment being low and being mistreated at the sites of deployment by clients. Therefore, increasing the guards’ payments would reduce on temptations to guards to steal from their clients at the deployment sites. One participant in the study during Focus Group discussion noted that;

*“It is an insult for a private security guard escorting bellion in transit, to get paid about 200,000 shillings and fail to plan diverting a bellion shillings van and steal for his personal use.”*

It was also found out that G4S faces challenges of theft by their guards at deployment sites, ignorance of guards bout security matters, hungry guards which leads to poor performance, sleeping on duty, familiarity of guards after getting used to the clients/staff and, withdrawal from site, late coming on duty thus causing insecurities at the deployment sites instead of keeping security at their sites. Misbehaviour of G4S personnel at the sites including stealing property and worst of all, Cash in transit, behaviour that is blamed on G4S as contracted organization lead to the loss of contract and on rare occasions, compensating for the lost or damaged property at the site also pose a big challenge to G4S.



The study further revealed that if G4S is to offer the best private security services are to the best in Uganda, should be strict on education level requirement of a minimum of “O” level, explaining that some guards who do not at least “O” level find it hard to communicate in English with clients leading to poor communication and inefficiency at the site.

### **5.1.3. Summary of findings on measures that can help G4S to serve as well suggested by management and security operatives and, the community where they have ever served and are serving now**

According to the study, G4S should equip all guards with all the necessary equipment to guards and the site. In the study interview, the respondents pointed out that installing CCTV cameras at all sites, giving all guards with Radio call handset, organizing refreshers course for all private security organization personnel and, giving facilitation like allowances to all guards on duty to avoid temptation of stealing as well as fair remuneration of guards can all make private security services in Uganda.

The study found out that other measures that can be put in place regular meetings between the supervisors and the clients to assess the performance and any change in behaviours of the guards for immediate relocation to new site, compensation procedures by the employing organization in case of theft by guards at the site, have guards punish for their conduct in order to deter others who intend commit the same and Rapid response for emergency call by the client.

It was found that private security personnel organization under any circumstances worked with the police in community policing and especially in areas where police may not be available all time as an immediate measures.

In an interview, respondents noted that Private Security Personnel interlink with police especially in areas of terrorism threats where by police tend to use Private security personnel presence in most public places to carry out programs against terrorism acts, in rural deployment areas where there is no presence of police, Private Security personnel especially Quick Response Force-Q.R.F prevent crime within the communities by responding to neighbour’s alarm and inform the police, make monthly security situation reports which they share with the police, brief foreigner or new people in their area of operation about common crimes and the dark spots areas

in certain parts of the towns and, sometimes arrest and hand over suspected criminals to Police. In addition, their presence in community and public places prevent of crimes.

Morabito & Greenberg (2005: 01) noted that;

*“Since the attacks of September 11, 2001, law enforcement-private security partnerships in United States of America have been viewed as critical to preventing terrorism. Local law enforcement and private security organisations working together is vitally important to homeland security; the private sector owns or protects the overwhelming majority of the country’s infrastructure, but local law enforcement tends to possess any threat information regarding that infrastructure. In short, because neither law enforcement nor private security can protect the nation’s infrastructure alone, law enforcement-private security partnerships are essential to bridging the gap.”*

Brown, L. and Wyckoff, M.D (1987: 71-89) also note that;

*“Community policing as a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. Private security Organisations thus being partners to police in crime prevention end up collaborating with the police in maintaining peace and security in the communities they serve.”*

The study findings therefore, imply that G4S personnel bridge the security gap in their communities of deployment thus working with the police.

The study established that the two security organisations, G4S have well equipped Quick Response Force that are to be based within a limited zone at distance that can be able to reach the clients within ten minutes when called upon or responding to alarm and gunshots or radio call for help.

Responding to alarm and gunshots at deployment sites is therefore, an issue of concern to both the Private Security organization that deployed the guard at the site, as well as to the Uganda Police force that is solely supposed to maintain law and order.

It was found that another measures that can be of help G4S to improve on its private security services is through emphasising on trainings, refresher courses organized regularly especially on the use of guns, and on use of lethal objects.

## **5.2 .Conclusion on the findings from G4S**

### **5.2.1: .Conclusion on Socio-Demographic of Personnel of G4S**

The study established that gender in G4S is dominated by males compared to females. Of the 30 respondent Males respondents from G4S were 21 formed 70% of the respondents while females were minority 09 respondents which constituted 30% of the respondents.

### **5.2.2. .Conclusion on history and record of the two private security organisations in Uganda.**

From the above discussion, the establishment of G4S in Uganda in 1998 paved ways for many other private security companies that cropped up. The formation of private security organisations across the whole country was and is still a gradual process, it emerged that in 1990s with the liberalization of the economy, and the country had a lot in common with the rest of the world's private security formation processes.

### **5.2.3: .Conclusion on assessing the effectiveness and problems faced by G4S in Uganda**

It can be concluded that G4S has in place the procedures of maintaining peace and security through recruitment of manpower and training the security guards preparing them for deployment hence it offers range of employment to the youths in the security sectors.

G4S also suffers from recruiting bad people who later causes loses to the organization due to ant-social behaviour of personnel related reasons which include failure to perform to the client's expectations, theft at the premises, late coming, drunkenness, sleeping on duty and aggressiveness, conspiring with thugs to steal from the site that force the clients to change from G4S to other private security organisations.

It was further noted that unlike other business of foreign investment enterprises that are given tax holiday, G4S suffers heavy taxation by the government rendering their cost of operations to move high that affect the numeration of personnel in Private Security business in Uganda.

**5.2.4. Conclusion on the measures that can help private security organisations in Uganda to serve as well suggested by management and security operatives and, the community where they have ever served and are serving now.**

The advancement of security electronic equipment used in the various Private security organisations has helped G4S guards in monitoring with all the necessary equipment deployment site which include installing CCTV cameras at all sites, metal walkthrough detectors, hand held detector giving all guards with Radio call handset.

Furthermore, organizing refreshers course for G4S personnel is highly suggested to boost the morale of the personnel, facilitation like allowances to all guards on duty to avoid temptation of stealing as well as fair remuneration of guards can all make private security services in Uganda.

In addition to the above the study also concludes that G4S Personnel interlink with police especially in areas of terrorism threats where by police tend to use Private security personnel presence in most public places to carry out programs against terrorism acts, in rural deployment areas where there is no presence of police is a way to go and the duty of reporting crime within the communities, by responding to neighbour's alarm and inform the police, make monthly security situation reports which they share with the police, in addition, their presence in community and public places prevent of crimes.

**5.2.5. Recommendations to G4S Private Security organization in Uganda.**

- G4S private security should set the same salary to all guards and other personnel not depending on where they have been deployed, or whether the client they are deployed to pays a lot or little money. Currently G4S pays 140,000 Uganda shillings to the general guards with however, differing amount to guards deployed at clients paying a lot of money compared to other clients.
- G4S should stop classifying deployments sites according to the payment from the client as it is in the contract. This will make all sites equal, and especially, if the salary to guards is uniform, every guard will feel contended.

### **5.1.0 Summary of findings from Saracen (U) Ltd**

#### **5.1.1 Summary of findings on history and record of the two private security organisations in Uganda.**

The study found out that Saracen (U) has international background with South African origin. The study found out that Saracen (U) Ltd was established in Uganda in 1995 but originated from South Africa and currently has partner offices in South Africa, Angola, and Hong Kong.

The other common factor that was behind the rise of Saracen (U) Ltd in Uganda as it was the case with all other Private security organisations was high rate of crimes which required all Ugandans with property to seek for security service to keep secure and peaceful. Communities' security demands were very high yet the ratio of police to Population remained low as it is indicated by Uganda Police force (2014) which notes that;

*“ ...with Uganda police to population ratio remaining very low and standing at one police officer per 1, 863 people which is below the international ratio of 1:500, it was important to relinquish some police functions to private security organisations as one way of filling up the security gaps.”*

The study also found out that for one to be recruited in Saracen (U) Ltd, has to write a formal application letter, at least be in possession 'O' certificate of education requirement, being 18 years of age, having letter of recommendation from local council I and II of applicant's area of resident, two or more reputable referees, x-servicemen and woman in Police, Army or any law enforcement organs of government, sitting for interviews and finishing the whole training with the organization.

Saracen (U) Ltd however, gives a lot of consideration to x-servicemen and woman in Police, Army or any law enforcement organs of government. The study however, found out that the recruiting private security companies do not track these x-servicemen who in most cases have been dishonourable chased from the army, police and other private security organization, thus ending up recruit 'criminals'

It was found out that both females and males constitute as employees of the private security organisations and this easy work during operations in situation of arrest and search of culprits/suspects.

It was found out that age factor is very important attribution in private security service provision. During the Focus Group discussions with clients, the study established that, most of clients prefer young guards in the age bracket of 18-37 years for a number of reasons including feeling secure knowing that the young private security guards are energetic to handle any intruder, rarely sleep on deployment site and respect the clients unlike the old guards easily take a nap of sleep at the sites, look weak and disrespect the clients especially, the young ones.

The findings however, imply that Saracen (U) Ltd employ more youths than the old ones. This is because young people are highly mobile and easy to manage. However, on sad note, the clients during Focus Group discussion, respondents contended that young guards tend to steal more from deployment sites compared to old aged personnel.

It was found that individual attributes of applicants are considered by private security organisations during recruitment. During the interviews all the 30 Respondents from Saracen (U) Ltd, indicated 100% of respondents identified Age, Integrity, experience in security field, level of education, Physical fitness, Medical fitness and Nationality as the attributes the private Security organisations consider while recruiting new private security guards.

It was also established that the main clients of Saracen (U) Ltd are Banks, Embassies, Office premises, Diplomatic Residents, Universities, Arcades, Hotels, Government institutions premises, Non-governmental organisations, Fuel stations and Local Ugandans' residents. Saracen (U) Ltd clientele therefore, is comprised of Diplomatic missions, Office premises, Banks, Hotels, Arcades and Fuel stations since they are the ones who can afford hiring private Security guards to maintain peace and security around their premises. Otherwise, everyone in Kampala is equally vulnerable to burglary and other insecurities from gangs in Kampala like Ki Face which steal and terrorize the whole city.

### **5.1.2. Summary of findings on effectiveness and problems faced by Saracen (U) Ltd**

It was found out that one of the ways private security organization can be effective is through site assessment of their client .The level of equipment of guards at deployment sites is determined by a pre visit assessment of the site. According to the interviews held during the study depends on what type of site and the perceived danger on the site.

One official from G4S during the study interview had this to say:

*“Private Security personnel are always equipped according to their site of deployment, citing an example of protective gears like helmet at construction sites.*

*He also noted that in some deployment sites, there are some highly restricted part in which no body is allowed to easily go, and in that case therefore, guards are given reflector jackets, in addition to semi-automatic gun, hand cuffs, baton, radio call sets, occurrence books for recording every thing that happens at the site, explosive and detectors for checking all visitor and vehicles that are given depending according to the deployment sites.”*

The above findings from the respondent indicate that the level of equipment of Saracen (U) Ltd in Uganda. It is commendable for Saracen (U) Ltd managers to provide all guards with protective gears like helmets and bullet proof jackets d in the lines of duty.

It was found that Saracen (U) Ltd can best improve on its service delivery to achieve excellence, and the by improving payments of guards through shift pay increment, catering for guards medical bills, providing guards with meals on duty, well organized transport pick guards and dropping from the main routes while coming to work and going back home, giving more extra-time to guards for resting, providing new uniforms to guards without redacting salaries periodically, organizing refresher training courses especially for supervisors and equal promotion of personnel based on merit can all make Private Security Organisations achieve their excellence in service delivery. Indeed, most of guards complained of their payment being low and being mistreated at the sites of deployment by clients.

Therefore, increasing the guards' payments would reduce on temptations to guards to steal from their clients at the deployment sites. One participant in the study during Focus Group discussion noted that;

*“It is an insult for a private security guard escorting bellion in transit, to get paid about 200,000 shillings and fail to plan diverting a bellion shillings van and steal for his personal use.”*

It was also found out that Saracen (U) Ltd faces challenges of theft by their guards at deployment sites, ignorance of guards bout security matters, hungry guards which leads to poor performance, sleeping on duty, familiarity of guards after getting used to the clients/staff and, withdrawal from site, late coming on duty thus causing insecurities at the deployment sites instead of keeping security at their sites. Misbehaviour of Saracen (U) Ltd personnel at the sites including stealing property and worst of all, Cash in transit, behaviour that is blamed on Saracen (U) Ltd as contracted organization lead to the loss of contract and on rare occasions, compensating for the lost or damaged property at the site also pose a big challenge to Saracen (U) Ltd.

The study further revealed that if Saracen (U) Ltd is to offer the best private security services are to the best in Uganda, should be strict on education level requirement of a minimum of “O” level, explaining that some guards who do not at least “O” level find it hard to communicate in English wish clients leading to poor communication and inefficiency at the site.

### **5.1.3. Summary of findings on measures that can help Saracen (U) Ltd to serve as well suggested by management and security operatives and, the community where they have ever served and are serving now**

According to the study, Saracen (U) Ltd should equip all guards with all the necessary equipment to guards and the site. In the study interview, the respondents pointed out that installing CCTV cameras at all sites, giving all guards with Radio call handset, organizing refreshers course for all private security organization personnel and, giving facilitation like allowances to all guards on duty to avoid temptation of stealing as well as fair remuneration of guards can all make private security services in Uganda.

The study found out that other measures that can be put in place regular meetings between the supervisors and the clients to assess the performance and any change in behaviours of the guards



for immediate relocation to new site, compensation procedures by the employing organization in case of theft by guards at the site, have guards punish for their conduct in order to deter others who intend commit the same and Rapid response for emergency call by the client.

It was found that private security personnel organization under any circumstances worked with the police in community policing and especially in areas where police may not be available all time as an immediate measures.

In an interview, respondents noted that Private Security Personnel interlink with police especially in areas of terrorism threats where by police tend to use Private security personnel presence in most public places to carry out programs against terrorism acts, in rural deployment areas where there is no presence of police, Private Security personnel especially Quick Response Force-Q.R.F prevent crime within the communities by responding to neighbour's alarm and inform the police, make monthly security situation reports which they share with the police, brief foreigner or new people in their area of operation about common crimes and the dark spots areas in certain parts of the towns and, sometimes arrest and hand over suspected criminals to Police. In addition, their presence in community and public places prevent of crimes.

Morabito & Greenberg (2005: 01) noted that;

*“Since the attacks of September 11, 2001, law enforcement-private security partnerships in United States of America have been viewed as critical to preventing terrorism. Local law enforcement and private security organisations working together is vitally important to homeland security; the private sector owns or protects the overwhelming majority of the country's infrastructure, but local law enforcement tends to possess any threat information regarding that infrastructure. In short, because neither law enforcement nor private security can protect the nation's infrastructure alone, law enforcement-private security partnerships are essential to bridging the gap.”*

Brown, L. and Wyckoff, M.D (1987: 71-89) also note that;

*“Community policing as a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the*

*immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. Private security Organisations thus being partners to police in crime prevention end up collaborating with the police in maintaining peace and security in the communities they serve.”*

The study findings therefore, imply that Saracen (U) Ltd personnel bridge the security gap in their communities of deployment thus working with the police.

The study established that the two security organisations, Saracen (U) Ltd has well equipped Quick Response Force that are to be based within a limited zone at distance that can be able to reach the clients within ten minutes when called upon or responding to alarm and gunshots or radio call for help.

Responding to alarm and gunshots at deployment sites is therefore, an issue of concern to both the Private Security organization that deployed the guard at the site, as well as to the Uganda Police force that is solely supposed to maintain law and order.

It was found that another measures that can be of help Saracen (U) Ltd to improve on its private security services is through emphasising on trainings, refresher courses organized regularly especially on the use of guns, and on use of lethal objects.

## **5.2 .Conclusion on the findings from Saracen (U) Ltd G4S**

### **5.2.1: .Conclusion on Socio-Demographic of Personnel of Saracen (U) Ltd**

The study established that gender in Saracen (U) Ltd is dominated by males compared to females. Of the 30 respondent from Saracen (U) Ltd, males were 19 while females were 11. Males formed a high percentage of 63% while Females were only 37% thus; Saracen (U) Ltd Security is therefore dominated by male counterparts compared to females.

### **5.2.2. Conclusion on history and record of the two private security organisations in Uganda.**

From the above discussion, the formation of private security organisations including Saracen (U) Ltd across the whole country, emerged in 1990s with the liberalization of the economy, and the country had a lot in common with the rest of the world's private security formation processes.

### **5.2.3: Conclusion on assessing the effectiveness and problems faced by Saracen (U) Ltd in Uganda**

It can be concluded that Saracen (U) Ltd has in place the procedures of maintaining peace and security through recruitment of manpower and training the security guards preparing them for deployment hence it offers range of employment to the youths in the security sectors.

Saracen (U) Ltd also suffers from recruiting bad people who later causes loses to the organization due to ant-social behaviour of personnel related reasons which include failure to perform to the client's expectations, theft at the premises, late coming, drunkenness, sleeping on duty and aggressiveness, conspiring with thugs to steal from the site that force the clients to change from G4S to other private security organisations.

It was further noted that unlike other business of foreign investment enterprises that are given tax holiday, Saracen (U) Ltd suffers heavy taxation by the government rendering their cost of operations to move high that affect the numeration of personnel in Private Security business in Uganda.

### **5.2.4. .Conclusion on the measures that can help Saracen (U) Ltd serve as well suggested by management and security operatives and, the community where they have ever served and are serving now.**

The advancement of security electronic equipment used in the various Private security organisations has helped Saracen (U) Ltd guards in monitoring with all the necessary equipment deployment site which include installing CCTV cameras at all sites, metal walkthrough detectors, hand held detector giving all guards with Radio call handset.

Furthermore, organizing refreshers course for Saracen (U) Ltd personnel is highly suggested to boost the morale of the personnel, facilitation like allowances to all guards on duty to avoid

temptation of stealing as well as fair remuneration of guards can all make private security services in Uganda.

In addition to the above the study also concludes that Saracen (U) Ltd Personnel interlink with police especially in areas of terrorism threats where by police tend to use Private security personnel presence in most public places to carry out programs against terrorism acts, in rural deployment areas where there is no presence of police is a way to go and the duty of reporting crime within the communities, by responding to neighbour's alarm and inform the police, make monthly security situation reports which they share with the police, in addition, their presence in community and public places prevent of crimes.

#### **5.2.5. Recommendations to G4S Private Security organization in Uganda.**

- Saracen (U) Ltd should always liaise with Uganda police to check the records of X-service personnel they recruit as guards.

#### **5.3.0. Recommendations in relation to both G4S and Saracen (U) Ltd**

- To achieve excellence in private security services, both Saracen (U) Ltd and G4S and other security organisations in the industry should improve on payments of guards through shift pay increment, cater for guards medical bills, providing guards with meals on duty, cater for medical bills, pick guards and dropping to and from the main routs while coming to work and going back home, giving more extra-time to guards for resting, providing new uniforms to guards without redacting salaries periodically, organizing refresher training courses especially for supervisors and equal promotion of personnel based on merit as well as recruiting and promoting more females can all make Private Security Organisations achieve their excellence in service delivery.
- Private security organisations should equip all guards with all the necessary equipment to guards and the site. In the study interview, the respondents pointed out that installing CCTV cameras at all sites, giving all guards with Radio call handset, organizing refreshers course for all private security organization personnel and, giving facilitation like allowances to all guards on duty to avoid temptation of stealing as well as fair remuneration of guards can all make private security services in Uganda.

- There is need for the private security to always consult the Uganda police especially to establish if the x-service men and women they want to recruit were hournably discharged for army and have no criminal records to avoid making private security organisations a hide out for criminals.
- Uganda Police which regulates the operations of Private Security Organisations in Uganda should draft standard training manuals for all the Private security organisations to use while on training. The study revealed that private Security organisations do not have standard training manuals they use.
- The Study also recommends for full Government regulation of Private security Organisations especially making follow up on the background and criminal records of all Private security Personnel to find all Police, army disasters and all other individuals with criminal record who are hiding in private security Organisations and apprehend to clean up Private Security industry. This will as well reduce on number of crimes in which Private security personnel get involved in, for instance stealing from the deployment sites and cash

#### **5.4. Areas recommended for further study**

There is still high rate of crimes in which Private security personnel get involved in. Therefore, further research should be carried out on:

Circumstances that lead the Private security Personnel to committing crimes against their clients

Procedures of promoting Private Security Personnel in their respective Organisations

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**APPENDICES**

**Appendix 1: Questionnaire for Private Security Organisations’ Personnel**

**A QUESTIONNAIRE FOR A STUDY RESEARCH ON CAPACITY OF PRIVATE SECURITY ORGANISATIONS IN MAINTAINING PEACE AND SECURITY IN UGANDA. TO BE FILLED BY PRIVATE SECURITY ORGANISATIONS’ PERSONNEL. FINDINGS WILL BE PURELY FOR ACADEMIC PURPOSE.**

Dear Respondent; it is due to the confidence I have in your valuable contribution to this study that I honestly seek your cooperation. Kindly answer the following questions according to the instructions given. Your responses and identity will be treated with utmost confidentiality. Many Thanks.

**SECTION A**

Name: ..... (Optional)

Sex: .....

Designation:.....

Level of education:.....

Number of years you have consistently worked for in this organization: (Circle appropriately)

Less than 1 year

1 year

2-5 years

6 and above

**SECTION B**

**Recruitment**

What are the criteria of one becoming a security guard in your organization?

.....  
.....  
.....

Does you security organization consider individual attributes of applicants during recruitment?  
Tick appropriately

Yes.....No.....

If yes, list these attributes considered during recruitment?

(i).....

(ii) .....

How many months do your security guards spend on training? Please tick appropriately.

More than 6 but less than 1 year

6 Months

5 Months

4 Months

1-3 Months

Do you private security organization for any international or nation training manual during the training of security guards? Tick appropriately

Yes.....No.....

If yes, list at least one training manual you use during training

.....  
.....

How do you rate or judge the training you received on the following: Please tick once on each.

Use of guns

Very Good .....

Good.....

Fair.....

Bad.....

Poor.....

Human rights protection

Very Good .....

Good.....

Fair.....

Bad.....

Poor.....

Other lethal equipment like pepper spray.

Very Good .....

Good.....

Fair.....

Bad.....

Poor.....  
Arrests and detention  
Very Good .....  
Good.....  
Fair.....  
Bad.....  
Poor.....

**RENUMURATIONS**

How do you consider your payment compared to your shifts? Is the payment fair to the shift?  
Please tick appropriately.

Yes.....No.....

If no, how can you payment be improved or increased?

- (i).....
  - (ii) .....
  - (iii) .....
- .....

**DEPLOYMENT**

Please, list different deployment units or sites or type of clients your private security has.

- (i).....
  - (ii) .....
  - (iii) .....
- .....

List ways through which you monitor/ are monitored at deployment sites.

- (i).....
  - (ii) .....
  - (iii) .....
- .....

Does your security organization consider some of the guards' behaviour at a site as an offense?  
Please tick appropriately.

Yes.....No.....

If yes, please list those various offenses:

- (i).....
  - (ii) .....
  - (iii) .....
- .....

How are these offenses punishable?

.....  
.....

Are there some behaviour of clients that cause the security guards to get involved in client-guard wrangles? Please tick appropriately.

Yes.....No.....

List the behaviours.

- (i).....
- (ii) .....
- (iii) .....

How does your private security organization equip each guard at different sites?

.....  
.....

How does your private security organization respond to alarm or gunshots of each guard at different calling for re-enforcement?

### **SERVICES AND CHALLENGES**

What do you suggest to be the possible strategies which can improve on the current of Security services to clients?

.....  
.....

What do you think is the major challenge to Private Security Organisations in Uganda with emphasis on security services to clients?

.....  
.....

Have you ever worked directly or indirectly with Uganda police on issues concerning security at any time in past? Please tick appropriately.

Yes ..... No .....

If yes, Please explain which scenarios or circumstances under which and how you worked with the police.

(i).....

(ii) .....

(iii) .....

37. List some of the areas that you think your private security organization should improve to its excellence.

(i).....

(ii) .....

(iii) .....

Thank you for your cooperation.

**Appendix 2: Questionnaire for clients**

**A QUESTIONNAIRE FOR A STUDY RESEARCH ON THE CAPACITY OF PRIVATE SECURITY ORGANISATIONS IN MAINTAINING PEACE AND SECURITY IN UGANDA. TO BE FILLED BY PRIVATE SECURITY ORGANISATIONS' CLIENTS. FINDINGS WILL BE PURELY FOR ACADEMIC PURPOSE.**

Dear Respondent; it is due to the confidence I have in your valuable contribution to this study that I honestly seek your cooperation. Kindly answer the following questions according to the instructions given. Your responses and identity will be treated with utmost confidentiality. Many Thanks.

**SECTION A:**

1. Name: ..... (Optional)

2. Category (Please tick appropriately)

Residential

Commercial

3. How long have you or your organization/company used services of private Security companies (Please Circle appropriately)

Less than a year

01 year

01-05 years

More than 05 years

4. Have you ever changed you contract of private security organisations from the one you started with? (Please tick appropriately)

Yes.....No.....

5. If yes, how many private security organisations have contracted in a period of 2 years or the entire period you have used private security services?  
.....

6. If yes in (4) above, why have you changed these guards?  
.....

7. Which type of private security organisations, do you use? (Please tick appropriately)

Armed guard

Un-armed guard

Armed guard and Dog

Any other, specify

8) Why do you prefer you choice (s) in 7?

(i).....

(ii) .....

(iii) .....

9). Do you feel satisfied with private security services from your current private security services provider? (Tick appropriately)

Yes

No

10). If yes or no, Why?

(i) .....

(ii) .....

11). Have you or your company or Organization faced any challenge with private security guards? If yes, please list them below:

(i) .....

(ii) .....

(iii).....

(iv).....

(v) .....

12).Did the employing Private security organization of the guard involved help to solve those challenge?

Yes.....No: .....

13. If yes, how did this private security organization help you?

(i) .....

(ii).....

(iii).....

14. In your own view, how has private security organisations contributed in maintaining peace and security in Uganda in you premise. This contribution may be positive or negative.

(i).....

(ii) .....

Thank you for your time.

### **Appendix 3: Interview guide**

## **AN INTERVIEW GUIDE FOR A STUDY RESEARCH ON THE CAPACITY AND EFFECTIVENESS OF PRIVATE SECURITY ORGANISATIONS IN PROVIDING SECURITY IN UGANDA: A CASE OF SARACEN UGANDA LTD AND G4S SECURITY SERVICES UGANDA LTD**

Self-introduction.

- Explanation of the aim of the interview is to adhere to academic ethics by making sure the interviewee is fully aware of the purpose of the research.
- Arranging questions in a sequence of topics by grouping them in themes that follow a logical sequence
- Moving back and forth between questions to prevent the interviewees to naturally move on to other questions
- Recording the responses through note taking and voice recording.
- Can you tell me about Private security Organisations in Uganda?
- Do you know the history of your private security organization? I mean, how it started?
- Can you mention names of these Private Security Organisations?
- Can you give more details about these private security organisations you have mentioned?
- Do you have any knowledge of how the Private Security Organisations operate?
- What did you say about is next?
- What can you say are the duties of a security guard at the deployment site?
- Can you say that guards are well monitored at the site?
- Moving on to training, how do you compare training you received as a private security guard and the nature of the work you do at the deployment sites?
- In your own view, what have the private security organisations do to promote peace and security in Uganda?
- What are some of the problems have the private security organisations caused in Uganda?
- What do think can be done to solve these problems caused by private security organisations' guards in Uganda?



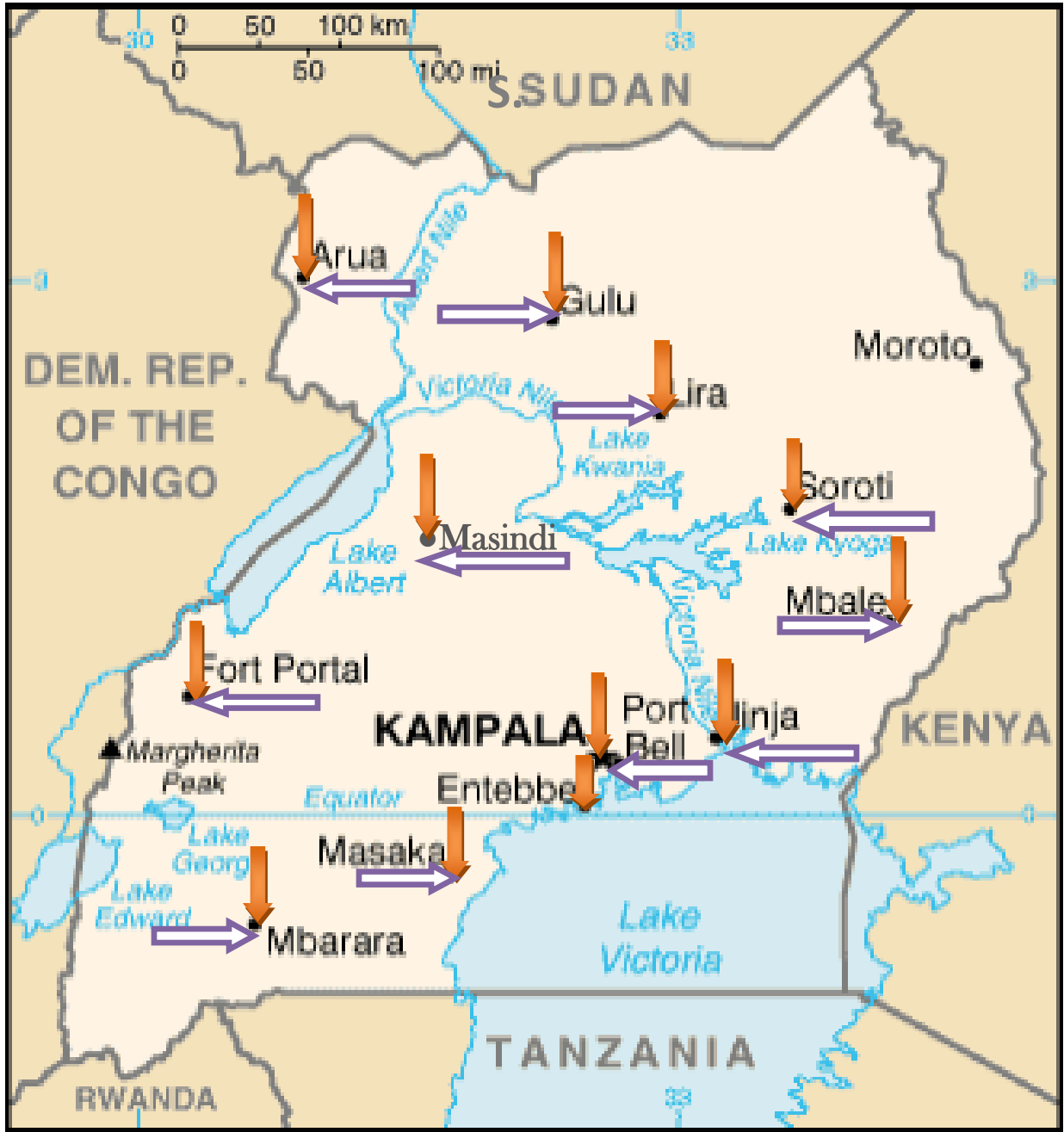
**APPENDIX 4: RESEARCH BUDGET**

No.	Item	Quantity	Per unit cost (Uganda Shs)	Total cost Uganda Shs
1	Stationary			
	Ream of Paper	4	17,000/=	68,000/=
	Ruler	2	1,500/=	3,000/=
	Pens	8	500/=	4,000/=
	Pencils	3	300/=	9,000/=
	Flask	1	40,000/=	40,000/=
2.	a) Audio Recorder	1	90,000/=	90,000/=
	b) Transport		250,000/=	250,000/=
	c) Lunch		100,000/=	100,000/=
	d) Tools		160,000/=	
3.	Dissertation			
	a) Typesetting	1	170,000/=	170,000/=
	b) Printing	3	18,000/=	54,000/=
	c) Building	3	15,000/=	45,000/=
	Grand total			833,000/=

**APPENDIX 5: TIME LINE, 2015-2017**


Month	Activity	Output
May-Aug, 2015	Proposal writing	Approval of the proposal
Sept, 2015	Designing research tools	Questionnaires Interview guide Observation guide No. of questionnaires
Oct 2015-April 2017	Data collection Data analysis Types sets	Printed and bound Dissertation
May, 2017	Submission	Dissertation
	Graduation	Graduation

**APPENDIX 6: Map of Uganda Showing Towns where Regional Operational Offices situated for Saracen Uganda LTD & G4S Security Solution**



Keys:

1-  G4S Security Solution Uganda limited.

2-  Saracen Uganda Limited.

**APPENDIX 7: Saracen Guard's checking a car at the access control main gate entrance using under carriage mirror. Source: Field photo**

