

Challenges of Providing Security in Lagos State: The Case of Corporate Private Security Organizations

By

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Abstract

The existence and rapid growth of Corporate Private Security Organizations (CPSOs) have created new opportunities and challenges. To regulate the CPSOs effectively, this study investigated the challenges of CPSOs in crime prevention in Lagos State. Data were obtained using a combination of a questionnaire, In-depth Interview (IDI) and Key informant Interview (KII) methods. Copies of the questionnaire were administered to 1,200 respondents in gated neighborhoods in four local government areas (LGAs) of Lagos State, namely Island, Shomolu, Ikeja and Amuwo/Odofin LGAs. Thirty IDIs were conducted with members of staff and management of corporate companies, corporate guards, and proprietors of CPSOs. Four KIIs were also conducted with two members each of Society of Security Practitioners of Nigeria and Nigeria Security and Civil Defence Corps. The study revealed that the challenges facing the CPSOs included poor training, poor remuneration and welfare schemes owing to the absence of clear operational standards. There is, therefore, an urgent need to set clear and definite standards to promote professionalism in the industry.

Introduction and Statement of the Problem

Security has become all-embracing, touching on every aspect of human endeavor because of the human and industrial development brought about by civilization (Mayah, 2003). Odinkalu (2004) avers that society is dynamic, and changes occur in society owing to development. Therefore, the scope of security needs includes industrial and civil safety; economic, communications and general infrastructural security; environmental security; and more advanced systems of intelligence that place a premium on prevention of crime rather than detection of and responses to it. Omololu (2005) observes that, because of the new security challenges that have emerged and to be able to maintain continuous relevance amidst these new security challenges, the structural and operational strategies of policing must be able to deal with them. In this pursuit for continuous relevance in crime control, the art of policing has been modified several times. An initiative that is gaining global acceptance is to encourage private participation in policing.

Studies of the emergence of corporate private policing have pointed to the importance of broad shifts in global governance and to a large extent, the authority of CPSOs is related to these changes. In particular, the importance of CPSOs is aided by three key developments: first, the dominance of neo-liberal economic policies; second, the commodification of security and its associated constitution as a realm of expert knowledge; and third, the incorporation of CPSOs into multiple security networks (Abrahamsen and

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Williams, 2007). Generally, the role of CPSOs may be characterized by their emphasis on a preventive approach that the public police might be unable to provide for the protection of private property and the maximization of profits, while that of the public police is apprehension (Bayley and Shearing, 1996). Minnaar (1999) notes that these organizations are subjected to the opinions and interests of their immediate employers rather than to public opinions and interests. CPSOs are also able to use more sophisticated, scientifically advanced and technical equipment in crime prevention, which most local law-enforcement agencies cannot afford (Spitzer and Scull, 1977; Hougan, 1978; Scott and McPherson, 1979; Bayley and Shearing, 1996).

Fischer and Green (2004) observe that the sheer volume of crime and its cost, including financial constraints in recent times, have overstretched the public police. These constraints in public policing have made corporate providers indispensable in the prevention of crime. Schreier and Caparini (2005) claim that demand for security services is rising as a result of economic, demographic and political changes, which are leading to a greater discrepancy in society. In some states across the world, the number of corporate providers exceeds that of the public police, sometimes by a factor of two or three. In a time when public police is experiencing little or no growth, CPSOs are experiencing greater demands on their resources (Caparini, 2006).

The existence and rapid growth of the CPSOs have, undoubtedly, created new opportunities and challenges. Although industrial security in the private business sector is a very important factor and aspect of a secure business environment, there are many constraints and problems placed on the path of the providers of this industrial security. To be able to sufficiently regulate and improve the corporate industry effectively, the strengths and weaknesses of the industry need to be investigated. The objective of the study, therefore, was to investigate the challenges of providing security in Lagos State, Nigeria by the CPSOs.

Literature Review

In Nigeria, like other parts of the world where CPSOs have taken root, the corporate industry developed out of the population expansion that occurred without the capacity of the state actors to manage it. While the total population has increased annually at an average of 2.5%, the public police force has recorded an insignificant increase over the years. This gave rise to under-policing, which resulted in the inability of the public police to prevent, detect, investigate and prosecute crime. The CPSOs consequently came into existence as a direct response to complementing the services of the state actors (Mayah, 2003). The problem of obsolete and grossly inadequate equipment of the Nigeria Police, which cannot combat the increasing crime rate, has also contributed to the acceptability of the CPSOs, especially by the private business sector (Olagbende, 2003). The increasing growth of the CPSOs is an indication of great erosion of internal security from 1999 to date in Nigeria (Mijah, 2007). One other factor is the enormity of the security market which is available in Nigeria (Alla, 2003).

Several other reasons provide the avenue for the growth of CPSOs in Nigeria. Despite the country's petroleum riches, the broader economy has declined over the past two decades.

While a minority of the population have profited massively from the oil wealth, most Nigerians remain poor, leading to extreme inequalities, rise in crime and general insecurity. As insecurity continues to increase for individuals and businesses operating within its environs, so does the demand for corporate services (Abrahamsen and Williams, 2005). Mayah (2003: vi) succinctly captures this thus:

The existence of the CPSOs has been sustained by the greater sense of loyalty, trust, and rapid response associated with their services to clients. The CPSOs are reported to be dedicated and could be counted upon in times of emergency, especially when engaged by corporate companies. These among other advantages inform the preference commonly expressed for them by client companies who ordinarily see them as being more serious and business-like than the in-house guards.

The quality growth in the corporate industry has raised confidence, to the extent that the CPSOs were involved in international events like the 1999 FIFA World Youth Soccer Championship, and the 2003 8th All African Games in Abuja (*Africa Renewal*, 2009). In Abuja, former Vice President of the Republic of Nigeria, Atiku Abubakar, decided to hire corporate guards immediately the public police withdrew his security details in what political analysts called the “domino” effect of the attack on the former vice president (*Daily Independent*, 2009). The growth of the corporate industry in the provision of corporate services has aided the drastic reduction of irregularity of doing business in Nigeria (Oxford Business Group, 2010). A former Interior Minister, Dr. Shatima Mustapha, confirmed that the demand for the CPSOs would continue to rise because of the increasing security challenges in the country (*Daily Trust*, 2010).

Although the acceptability of the CPSOs came relatively early, it was not until 1986 that their activities began to be regulated, with the promulgation of Private Guard Companies Decree No. 33 1986 under the General Ibrahim Babangida’s regime. The promulgation of the decree became necessary when more organizations began to find it necessary to alternate the CPSOs with the in-house security (Mayah, 2003). The Act made it mandatory that, as from 16 December 1986, no organization shall perform corporate services unless the organization is duly registered as a limited liability company and thereafter could apply for a grant of license in the Ministry of Internal Affairs. The law governing the grants of license to CPSOs is the Private Guard Companies Act: CAP 367 LFN 1990 (*NSCDC*, 2005).

Methodology

Study Sites

Four local government areas (LGAs) in Lagos State, namely Island Local Government, Shomolu Local Government, Ikeja Local Government and Amuwo/Odofin Local Government were selected because of the highest concentration of corporate guards in gated neighborhoods in these residential areas.

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The study population consisted of different categories of members of the public who were providers and users of the corporate services. The study population also comprised the regulatory body of the CPSOs, which is the NSCDC.

Sample Size and Sampling Method

Five corporate companies were chosen randomly from the three clusters of the headquarters of corporate companies on different streets on Victoria Island. The three clusters were the banks, the telecommunications companies and the eateries on Victoria Island. One corporate company was chosen from the telecommunications and eateries cluster and three banks were chosen from the banks cluster. In each of these chosen corporate companies, the manager in charge of security was purposively sampled. A member of staff of the corporate company, whether male or female, was also randomly sampled. All the selected members of staff and management of the corporate companies were interviewed in depth.

Two of the corporate guards providing corporate services in each of the five chosen corporate companies were purposively chosen. The proprietor and the operations manager of each of the five CPSOs providing corporate services in the five corporate companies were also selected purposively. All the respondents were interviewed in depth. The SSPN, founded in 2002, was chosen because it currently appears to be the most active association out of all the five security associations in the industry, with approximately 200 members and, therefore, the most feasible association for the study. Two executive members of the SSPN, the president and the secretary-general, and, two members of the Nigerian Security and Civil Defence Corp, the State Commandant and Secretary of the NSCDC, were also purposively chosen and interviewed.

Copies of the questionnaire were administered to 1200 members of the public. They were chosen, using the systematic random sampling method from the selected four LGAs in the three senatorial districts in Lagos State. Three hundred respondents were drawn from each of the headquarters of the four LGAs. In each headquarters, two communities were randomly chosen. In each community, six streets were also randomly chosen. On each street, twenty-five households were sampled with systematic random sampling. An adult male and an adult female that had stayed on the street for at least a year were alternated in the twenty-five households on each street.

Data Collection Instruments

The study utilized both quantitative and qualitative instruments. The quantitative instrument was the questionnaire. The questionnaire consisted of both open-ended and close-ended questions, with two sections. Section A consisted of the socio-demographic characteristics, such as sex, age, language, educational qualification, religious affiliation, marital status, ethnic group, occupation and income of each respondent. Section B contained questions to elicit responses from members of the public about the challenges faced by the CPSOs in providing security services in Lagos State. The qualitative instruments used in the study were in-depth interview and key informant interview. Two different interview guides for the in-depth interview were structured to elicit information

from members of staff and management of the corporate companies. In addition, two different interview guides for the in-depth interview were structured to elicit information from the corporate guards and the proprietors and the operations managers of the CPSOs. Two interview guides for the key-informant interview were also drawn for the key officers in the regulatory body, NSCDC, and the association, SSPN.

The qualitative instruments were employed to draw information about the challenges faced by the CPSOs in providing security services in Lagos State. The two types of qualitative interview techniques provided relevant information to achieve the objectives of the study. It also allowed the interviewer to modify the questions to be asked according to the mood of the interviewee, obtain detailed responses and observe the non-verbal communication cues which enriched the quality of the response.

Secondary data were collected from seminar and workshop papers and all other available publications on CPSOs globally and locally. Official and public records from governmental agencies, like the NSCDC and the National Population Commission (NPC), were also very valuable to the study. Data were also gathered from publications and records of one of the associations of the CPSOs: SSPN.

Findings

Challenges in the Corporate Industry

A majority of the respondents who were corporate guards had no interest in the job, as they took on the job as the last alternative. The corporate policing job, for them, was not a priority job. Therefore, there was little job satisfaction and few job commitments even though they observed that there were prospects for career development and promotions in the industry. And most of them declared that they would quit if there were better jobs. Most of the corporate guards interviewed had not spent more than a year on the job in their respective CPSOs and the corporate industry. This shows that most of them see the security job as a job in transit. Most of the respondents worked 12 hours and they commented that the workload was good for them and that the job was not too stressful.

In the words of a respondent:

I decided to work as a corporate guard because there was no other job at the time I got this job. This is the first CPSO I would work for and I joined in 2007. I am not satisfied with the job because the salary is poor and the working conditions are not good enough. I am doing it because there is no other job. If I find a better job than this, and the salary is better than the present one, honestly, I will quit. I work 12 hours and the workload is okay.

MALE IDI/Corporate Guard/Kosofe LGA

Another respondent stated that:

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I decided to join the corporate industry because there was no other job. This is my first CPSO and I joined in 2007. The level of job satisfaction is low because the salary is poor and the work is tedious. People also look down on us. I will quit the job for another job if the pay is better; there is no point in staying as a corporate guard. I work 12 hours and the workload is manageable.
MALE IDI/Corporate Guard/Kosofe LGA

The lack of job interest, job satisfaction and job commitment may not be difficult to account for. The corporate guards' remunerations are too low and are not commensurate with the responsibilities and risks the job entails. The average salary of the corporate guards per month is N8,000 (52 USD) and there are no overtime incentives or performance incentives. The lack of job interest and job satisfactions may also be connected to the fact that there is no welfare scheme, like pension/gratuity schemes, health insurance, in case of injury, or life assurance, in case of death, in contrast to the findings generated earlier on. In some cases, adequate kits are not provided and the corporate guards might be forced to work without the kits or provide the kits for themselves. The absence of these initiatives are some of the factors that do not encourage dedication and commitment to the profession, making it difficult for them to restrain from unethical practices. The corporate guards, at times, do not fully observe their annual leave, which is supposed to be one month. They may not even observe public holidays if the holidays fall on their duty schedules.

A respondent asserted thus:

My salary is too meagre and I do not think it is equivalent to the kind of work I perform and my academic qualification. No welfare and pension/gratuity schemes. No job incentives, like Christmas bonus. I'm yet to be provided my full kits since my employment 6 months ago. I had to use part of my meagre salary to buy the kits when the corporate company I was posted to wanted to sanction me. The duration of annual leave is supposed to be one month. At times, I may not fully observe the one month if the workload is too much. The public holidays may not be observed if I'm on duty.

MALE IDI/Corporate Guard/Ikeja LGA

This respondent also claimed that:

No, I don't think the salary is equivalent to my educational qualification, the responsibilities and risks the job entails. There are no welfare scheme and job incentives. I remember that I had to protest at the headquarters of my CPSO before my kits were given to me after 3 months of my assumption of duty. The annual leave is supposed to be a month. At times, I may not observe up to one month because of the workload. I may not be able to observe some public holidays too if I'm on duty. There is neither pension nor gratuity.

MALE IDI/Corporate Guard/Island LGA

The recruitment process is normally carried out through advertisements in the newspapers without any strong referral. Therefore, the recruitment process is an all-comers affair; it is shoddy and lacks any form of seriousness. The training is of two types; physical and mental training. The training is poor and inadequate and does not invoke any commitment to the job from the corporate guards. It does not encompass all the basic security training and there is no standard equipment for the physical and mental training. The training usually lasts between two weeks and one month.

A respondent claimed that:

I saw the advertisement for recruitment in the newspaper. The trainings were physical and mental trainings. The duration of the training was 2 weeks. The facilities used were the open field, visuals and audio. There was also a medical check-up. I do not possess military/paramilitary background. My least educational qualification at the point of entry was SSCE.

MALE IDI/Corporate Guard/Island LGA

Another respondent also stated thus:

I saw the advertisement for recruitment in the newspaper. The trainings I passed through were mental and physical trainings. The duration was 4 weeks. The facilities used were the open field, visual and audio. I do not possess military/paramilitary background. My least educational qualification at the point of entry was SSCE.

MALE IDI/Corporate Guard/Island LGA

A stakeholder in the industry also confirmed the poor training and meagre salary obtainable in the industry, noting that:

The kind of training given the corporate guards should be rigorous training which is both physical and intellectual. Duration of training is a product of the CPSO. Training facilities are training room with a board among others. Very few CPSOs have visuals to train and less than 5% of them possess it. Salary scale is between 7,000 and 10,000 naira because the corporate industry is the poorest paid industry. Paramilitary is an added advantage. The least educational qualification, as of today, is SSCE.

MALE KII/ Sec Gen/ Kosofe LGA

The training is supposed to be at least 3 months, according to a source from the regulatory body in the industry. And the training should consist of mental and physical training in the area of basic security operations. Minimum academic qualifications and the salary scale are not yet fixed. The CPSOs were advised by a respondent to be giving their corporate guards at least N25,000 per month by the regulatory body: NSCDC.

The respondent noted thus:

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The kinds of trainings should be of two kinds, which are the mental training that consists of classes in basic security operations, beat management and aptitude test; and the physical training, consisting of self-defence training. The duration is supposed to be 3-6 months, depending on the duty the corporate guards are to do. There is no specific period for re-training but there must be continuous re-training to update the personnel. Facilities recommended to be used are the field, barrier crossings, audio, visuals, and gymnasium. Minimum academic qualification and the salary scale are not fixed for now. We are just working on a uniform salary scale, but for now, we advised the CPSOs to be giving the corporate guards at least N25,000 per month.

MALE IDI/Operations Manager/Ikeja LGA

Because of the poor training, poor remunerations and poor or, in most cases, absence of welfare scheme, resulting in lack of job interest, job satisfaction and ultimately lack of job commitment, the corporate guards are prone to committing offences. These offences, according to most of the respondents, include conniving with criminals, theft, stealing, lateness, absenteeism and insubordination. The consequences of these offences range from losing some pay, suspension, re-training to dismissal, depending on the gravity of the offence and how often the offences are committed. For these reasons, the rate of staff turnover is high. Some respondents also claimed that poor remunerations and poor welfare scheme ultimately resulting in lack of job commitment, failure to see the potential in the industry by the corporate guards, and poaching well-trained corporate guards by other CPSOs in the corporate industry are some other factors responsible for the high rate of staff turnover. Improvement of academic qualifications and career development by the corporate guards are some other factors that may cause high rate of staff turnover.

A respondent buttressed this:

Offences committed by the corporate guards are theft, lateness and rudeness. If the offence is minimal, like rudeness and lateness, the punishment is suspension. If it is theft, the punishment is retrenchment and, if possible, prosecution. From the head office, locations are visited. At every beat, there are supervisors to supervise and maintain quality services. We also dismiss any corporate guard that is not performing. The rate of staff turnover is therefore, high because of the zero tolerance for unethical practices and some corporate guards leave for better jobs when they have improved on their academic qualifications.

MALE IDI/Operations Manager/Amuwo Odofin LGA

In the words of another respondent:

Kinds of offences are late coming and absenteeism. After 3 warnings or 3 memos within a year, you are sent out. There are also several ways of punishing erring corporate guards, like fatigue, which is strenuous exercises; and the pay for that duration is forfeited. We try to correct people we notice have problems with their jobs. There is what we call fatigue. It is like training not for a group but for one person or two. We bring them back and give them tidbits. If a corporate guard seemed to be defaulting regularly, he is re-trained and given strict warning. If he persists, he is sent out. For stealing it is outright dismissal and they are handed over to the public police. The staff turnover rate is high, about 35%, and it's due to poaching, career development, inconsistency of the corporate guards and giving false information, which can result in dismissal because of our high level of expectation.

MALE IDI/Vice Chairman/Eti Osa LGA

The lack of job interest, job satisfaction and job commitment may also be connected with the fact that people look down on the corporate guards and treat them with little or no respect. Most of the respondents observed that members of the public feel corporate guards are dropouts and the services they perform are inferior to that of the public police. Recognition is quite poor from members of the public. The poor public perception of the corporate guards also constitutes a big problem in the industry (Ekhomu, 2004).

According to a respondent:

The complaints are insults and abuses from the customers and members of staff of the corporate company. Some customers are also very stubborn and they do not want to take simple instructions. At times, when I insist, some customers and even members of staff might want to get physical with me. I had been slapped before by a customer and nothing was done. If I had a choice, I would have quit the job that same day.

MALE IDI/Corporate Guard/Island LGA

Another respondent added that:

Challenges and problems are the way individuals look down on corporate guards. We are not well recognised. Most people think corporate guards are drop-outs. The problems and challenges are that people misunderstand our intentions and the bank, at times, thinks we are scaring away her customers.

MALE IDI/Corporate Guard/Island LGA

In the words of a respondent:

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Never! I can never join the corporate industry for whatever reason.
Security job is seen as a layabout job.
MALE IDI/Member of Staff/Island LGA

Likewise another respondent commented thus:

I cannot join the corporate industry because of the poor salary and low recognition accorded the personnel in the industry and also, because I'm a woman to avoid role conflict
FEMALE IDI/ Member of Staff/ Island LGA

These findings are supported by the findings in the quantitative data. The respondents were asked if they could not join the corporate industry. About 76% of the respondents declared that they could not join the corporate industry, while the remaining 24.5% declared that they could join the corporate industry. Close to 56% of the respondents claimed that there are poor remunerations and poor working conditions in the industry, while 29.2% of them declared that corporate providers are accorded little or no respect. Very few respondents (7.7%) claimed that security job will result in conflict of roles while 19% of them stated that they can work in the industry if the remunerations and working conditions are good. Also, 11% of them also stated that they can work in the industry if there is potential in the industry.

Table 1: Chi-square showing relationship between education and whether employment can be sought in the corporate industry

Educational qualification	Whether employment can be sought in the corporate Industry	
	<i>Yes</i>	<i>No</i>
Senior Secondary	36.3% (32)	63.7% (56)
Post- Secondary	26.3% (234)	73.7% (656)
Post- tertiary	12.6% (28)	87.4% (194)

The levels of educational qualifications of the respondents were also found to be significantly related ($\chi^2=12.60$; $p < 0.05$) to the opinions of the respondents about seeking employment in the corporate industry, as shown in Table 1. Most of the respondents (87.4%) with post-tertiary degrees, declared that they would not seek employment in the corporate industry and 73.7% of them with post-secondary education also declared that they would not seek employment in the corporate industry.

Table 2: Chi-square showing relationship between sex of respondents and whether employment can be sought in the corporate industry

Sex of respondent	Whether employment can be sought in the corporate industry	
	Yes	No
Male	37.3% (226)	62.7% (380)
Female	11.4% (68)	88.6% (526)

Again, as shown in Table 2, sex of the respondents was significantly related ($\chi^2 = 54.17, p < 0.05$) to the opinions of the respondents about seeking employment in the corporate industry. Close to 38% of the male respondents declared that they can seek employment in the corporate industry, while only 11.4% of their female counterparts declared that they can seek employment in the corporate industry.

Some of the respondents indicated that they would not like to seek employment in the corporate industry because of poor remuneration, poor working conditions and low recognition accorded the personnel in the industry. Few respondents declared they can seek employment in the corporate industry if only the remuneration and working conditions are improved. Few respondents also declared that they can seek employment if there is potential in the industry. Most of the respondents with higher educational qualifications stated that they would not like to seek employment in the corporate industry. More female respondents than male respondents in the gated neighborhoods also rejected the idea of seeking employment in the industry.

The menace of the incursion of unqualified and unregistered persons into the corporate industry cannot be overlooked. There are more quacks than professionals in the industry because most, if not all, of the quacks do not want to pass through the rigor of registration and licensing of their security companies in both financial and physical terms. Some of these quacks are believed not to have even fixed addresses. Besides, some errant corporate guards with questionable character dismissed by the registered CPSOs are quickly absorbed by the quacks. The recruitment of these errant corporate guards worsens the already bad situation of the presence of quacks. These quacks also cause menace to the registered CPSOs because they compete with them for jobs and, since they invest little or nothing in the industry, they can afford to charge less. They also give the corporate industry a bad name through their unprofessional activities. According to most of the respondents, the unregistered CPSOs worsen the security situation of the country, as they engage in different atrocities and, most times, they go scot-free, since they were never registered in the first place.

Ekhomu (2004) asserts that the explosion of the corporate industry is a major problem for the industry. Mushroom CPSOs with dubious intent and no fixed addresses spring up on a daily basis. Omololu (2005) avers that the CPSOs are disorganized, mainly with little or

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no recognition and are spontaneous. In most cases, they are reactive, reacting to urgent needs and, thereafter, disappearing.

A respondent commented thus:

The presence of unregistered CPSOs affects us in the sense that prospective clients do not know the status of such unregistered CPSOs. We compete in the market for the same job and the job that is due to the registered CPSOs may be given in error to such unregistered CPSOs. Therefore, it affects business. It affects the industry in the sense that they do not play the game according to the rules. Therefore, it gives the industry a bad name and since these CPSOs are unregistered, they can afford to do or behave anyhow. Moreover, we are almost 200 CPSOs in Lagos State; most of us are not registered, and most of us do not even have offices. They operate from their houses and cannot be easily traced. They are not professionals.

MALE IDI/Operations Manager/Kosofe LGA

Another respondent noted that:

The menace caused by the unregistered CPSOs to the registered CPSOs is that they struggle with the registered CPSOs over the few lucrative and juicy jobs and they collect little money. The menace caused by the presence of the unregistered CPSOs to the corporate industry is that it has a negative impact on registered ones because most of them are quacks. They have no experience, education, exposure and length of service delivery. They employ monkeys. They are reckless and they can afford to do and undo and thereafter, disappear. Most of them engage in criminal activities, like armed robbery, kidnapping and car snatching and these nefarious activities give the corporate industry a negative image and it spells doom for the nation.

MALE KII/ State Commandant/Ikeja LGA

Most of the respondents confirmed that the relationship between the corporate actors and the other non-state actors (neighborhood guards, ethnic militia) where the two actors are involved in joint policing on few occasions is not smooth. This is because because the vigilantes/maiguards/Oodua Peoples Congress are hostile towards the corporate guards and most times they do not co-operate with the corporate guards.

A respondent commented thus:

In few of our sites or beats where we have the corporate guards and vigilantes/maiguards/OPC work together, the relationship is most times not smooth because the vigilantes/maiguards/OPC especially the OPC want to assert supremacy over the corporate guards.

MALE IDI /Operations Manager/AmuwoOdofin LGA

Similarly, a respondent said:

I've not really worked with the vigilantes/maiguards/OPC but some of my colleagues that have worked with some of them complained that they are rude and impolite and there is always hostility between the corporate guards and the vigilantes/maiguards/OPC.

MALE IDI/Corporate Guard/Island LGA

The respondents were asked about the problems they generally experience with corporate guards. Most of the respondents (88.8%) declared that they always experience problems with corporate guards, while 11.2% of them claimed that they do not usually experience any problem with corporate guards. Details are in Table 3.

Table 3: Problems and challenges in the corporate industry

Do you experience problems with guards?	N	%
Yes	1066	88.8
No	134	11.2
The kinds of problems generally experienced with guards		
They pilfer/connive with criminals	304	25.3
Too forward and patronizing	570	47.5
Solicit for tips/bribe	864	72
Too insolent	34	2.8
Too negligent	354	29.5
Problems/challenges of guards		
Not well trained	418	34.8
Not well educated	242	20.2
Do not carry arms/ammunition	330	27.5
Face discrimination	330	27.5
Not well recognized	286	23.8
Poor salary and welfare package	566	47.2

The findings from the quantitative survey revealed that most of the public respondents (72%) noted that some corporate guards solicit for tips/bribe; close to 48% of them observed that corporate guards are too forward and patronizing; 25.3% of them declared that corporate guards pilfer and even connive with criminals; and 29.5% of them declared that some corporate guards are negligent. Very few of the respondents (2.8%) observed that some corporate guards are insolent.

Table 4 shows that the problems generally experienced by the respondents with corporate guards were not significantly related ($\chi^2 = 4.952$; $p > 0.05$) to the choices of the respondents about the continued employment of the corporate guards in the neighborhoods. Most of the respondents (83.3%) who generally observed corporate guards soliciting for tips/bribe agreed that the corporate guards should continue to be employed in their neighborhoods. Most of the respondents (68.8%) who declared that corporate guards pilfer and even connive with criminals agreed that the corporate guards should continue to be employed in their neighborhoods.

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Table 4: Chi-square showing relationship between problems generally experienced with guards and continued employment of the guards in the neighborhoods

Problems generally experienced with guards	Continued employment of the guards	
	<i>Yes</i>	<i>No</i>
They pilfer/connive with criminals	68.8% (190)	31.2% (86)
Too forward/too patronizing	67.2% (360)	32.8% (176)
They solicit for tips/bribe	720 (83.3%)	144 (16.7%)
They are negligent	199 (56.2%)	104 (43.8%)

The findings are confirmed by the qualitative data.

A respondent had this to say:

The complaints are that corporate guards generally are too forward and overzealous. They beg for money and favour. They also pilfer at times.
MALE IDI/Security Manager/Island LGA

Another respondent also confirmed that:

Some corporate guards are bad, soliciting tips from customers and, at times, conniving with the staff of the corporate company to perpetuate criminal activities. The complaint from members of staff of the bank is laxity, which is rare.
MALE IDI/Security Manager/Island LGA

Most of the respondents in the quantitative and qualitative data claimed to be experiencing problems with corporate guards. Most of the respondents claimed that corporate guards solicit for tips/bribe and some claimed that corporate guards are too forward and patronizing. Few of the respondents claimed that corporate guards pilfer and even connive with criminals at times and few respondents also observed that corporate guards are negligent. Very few respondents claimed that the corporate guards are insolent. Despite the problems generally experienced with corporate guards, most of the respondents confirmed that they would want the corporate guards to continue to be employed in their neighborhoods.

The respondents also mentioned the kinds of problems and challenges corporate guards generally experience. About 48% of the respondents stated that poor salary and welfare package are some of the problems faced by corporate guards; 34.8% of them stated that corporate guards are not well trained; and 20.2% of them claimed that corporate guards are not well educated. Close to 28% of them argued that corporate guards do not carry arms and ammunition; 27.5% declared that corporate guards face discrimination; and 23.8% of them noted that corporate guards are not well recognized.

The qualitative data also corroborated the findings from the quantitative data. According to a respondent:

A big problem is the issue of empowerment by the government in the sense of giving license for arms and ammunition, especially to CPSOs who have retired military personnel so that criminals can be apprehended. There is also the problem of poaching well-trained corporate guards from our company. Some of the problems can be solved if better recognition is given to us by the members of the public and government; and government should also empower the corporate industry. The government should encourage CPSOs to provide adequate training and better working conditions for the corporate guards.

MALE IDI/Operations Manager/EtiOsa LGA

A respondent also stated thus:

One of the problems and challenges faced by the corporate industry is the issue of not carrying arms and ammunition. This problem can be solved if the government permits some credible CPSOs with well-trained corporate guards to carry arms and ammunition. Some of the problems and challenges encountered by the CPSOs are that the level of acceptance is low, especially from members of the public. Support from government is also not there. The clients also do not pay good money and they pay very late too. The level of training is also very poor.

MALE KII/Sec Gen/Kosofe LGA

Some of the respondents in both the quantitative and qualitative data claimed that poor remuneration and welfare packages are some of the general problems faced by corporate guards. Few of the respondents also mentioned poor and inadequate training and low recognition accorded corporate guards by members of the public as some other problems in the corporate industry. Most of the respondents in the qualitative data mentioned the prohibition of arms and ammunition in the corporate industry as another problem.

Recommendations

The following recommendations are presented in the light of the various findings concerning the assessment of CPSOs in crime prevention in Lagos State. There is an important and urgent need for the regulatory body to set clear and definite standards to regulate and to promote professionalism in the corporate industry. After all, based on the findings of this study, the CPSOs are the only non-state actors that are relevant in the security provision in the private business sector. Therefore, it is necessary and mandatory that those engaged in the corporate industry adopt a code of ethics and standards and ensure its conscientious observance as a binding condition to be practiced or employed in the industry.

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The association(s), in conjunction with the regulatory body, NSCDC can also help to maintain strict adherence to high professionalism and ethical standards. The association that is duly recognized by the NSCDC, which is SSPN, should be empowered and carried along in the standards-setting processes and enforcement of such standards. The proposed involvement and participation of SSPN is because of the advantage of networking the CPSOs share among themselves in the association and because most of the CPSOs see the association as their true representative. The various associations in the industry should also form a common front to maximize their strengths, channel their complaints and fight problems and challenges that may exist in the industry. The Nigerian government should also ensure adequate enforcement and regulation of these standards through the NSCDC.

Conclusion

A key weakness of the corporate industry in crime prevention in Lagos State is the presence of poorly trained security operatives. They compete with the registered CPSOs for jobs, give the industry a bad image, and thereby, worsen the security situation of the country. In this study, most of the respondents suggested that the remuneration and welfare payments of corporate guards should be improved in order to enhance their general performance and the performance of the industry, generally. In addition, the performance of security organizations can be enhanced if they are given better recognition by the government and if they are better regulated.

Contrary to the claims in some quarters, there are few clear and definite standards in these industries. The NSCDC has failed to set standards concerning the quality of personnel, guards' remuneration and welfare offerings and this has affected the quality of services in the corporate sector. In the absence of clear and definite standards in the industry, there is no credible regulation. While the NSCDC carries out routine inspections currently, it is not regulating the industry. The security situation in Nigeria will be greatly improved if the government and the industry adopt the recommendations suggested above. Only in that climate can there be any confidence in the ability of Nigeria to secure its economic future.

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