Journal of Physical Security 6(1), 73-90 (2012)

Assessing the Performance of Corporate Private Security Organizations in Crime Prevention in Lagos State, Nigeria

Oluwakemi Omotoso, Ph.D. and Adeyinka A. Aderinto, Ph.D.
Department of Sociology, University of Ibadan, Ibadan, Nigeria
Email: aderinto@yahoo.com

Abstract

Corporate private security organizations have become more visible in crime prevention because of the rise in crime rate due to mass urbanization and population expansion. In spite of their increasing importance, an assessment of their performance has not been empirically investigated. This study, therefore, assessed the performance of the CPSOs in crime prevention in Lagos State. Data were obtained using a combination of a questionnaire and In-depth Interview (IDI) 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 private companies, corporate guards, and proprietors of CPSOs. Findings revealed that many residents (46.5%) perceived the performance of corporate guards to be fairly effective, 18.7% perceived them to be ineffective and 34% of the respondents were indifferent. Overall, CPSOs were perceived to be relevant in crime prevention in Lagos State.

Introduction and statement of the problem

The significance of security to mankind cannot be over-emphasized as the socio-economic structure of any society or organization depends on the security system available in such society or organization (Oyegoke, 2003). Hence, human beings and societies since the beginning of time have developed measures to safeguard themselves and their properties against threat. Some of these measures predate the institutionalization of the public police and other uniformed institutions. Thus the term: public police, as an institutional noun can be distinguished from policing as an atomized verb, in which every individual shares both roles and benefits. As a result, while the state remains dominant in the security sector in the present age, it is not the only significant actor (Odinkalu, 2004). The idea that people have a right to protect themselves against any threat has existed since time immemorial. The

exercise of this right was prior to the idea that government efforts for that purpose will materialize in form of public police (Dempsey, 2008).

No government has the wherewithal to provide one hundred percent security for her people, hence the need for the corporate private security providers (corporate providers) to complement efforts of state actors in crime prevention (Ekhomu, 2004). Mayah (2003) opines that this expansion in security needs gave rise to Corporate Private Security Organisations (CPSOs), first in the developed world and later in the developing world. These needs might also include citizens' fear of crime, and awareness that the public police cannot effectively control crime by themselves. Therefore, this mandates greater co-operation with the private sector and its resources to jointly forge a partnership for crime prevention and reduction. In addition, as Fischer and Green (2004) assert, the ingenious use of corporate private security's human resources and technology may be the one practical option left for crime prevention in communities.

Crime prevention has been defined as a pattern of attitudes and behaviors directed both at reducing the menace of crime and at enhancing the sense of safety and security to create a society where crime cannot thrive. Crime prevention approaches have grown out of different traditions across the world. The tradition normally adopted by corporate providers is the Australian Model. This model explains situational crime prevention as a method to reduce crime through management, design, and expansion of the physical environment by reducing the chances of committing crime. Examples include installation of surveillance cameras in public places, guards patrolling, man-guarding and access control, and so on (Dambazau, 2007). In essence, most corporate private security policies are aimed at reducing the risk of crime by increasing the risks to offenders (Button and George, 1998). Corporate private security personnel (corporate personnel) are those self-employed individuals and privately funded business entities and organizations providing security-related services to specific clientele for a fee, for the individual or entity that retains or employs them, or for themselves in order to protect their persons, private properties or interests from various hazards (Bohm and Haley, 2002).

The security framework is much more sophisticated today than in the past and the context and operations of policing are changing worldwide (Aremu, 2009). No government has found it solely able to provide security for its people because of the importance of security in the development of any nation, and the complexities therein. This is especially the case in Nigeria, with rising crime and the inadequacy of the public police. Recognizing these problems, the Ministry of Police Affairs has made several efforts aimed at invigorating the Nigeria Police by re-structuring, re-equipping, and strengthening the workforce (Jemibewon, 2000). Despite all these efforts, the Nigeria Police cannot always prevent crime as an important part of proactive crime prevention because of inadequate manpower, advanced technological means, and programmatic means for fear reduction. Therefore, the CPSOs who do possess all these qualities are in a very strong position to assist the Nigeria Police. Thus, the vacuum created by the inadequacy of state actors both in manpower and technology to provide security will certainly be filled by the CPSOs (Ekhomu, 2004).

The private business sector is the biggest employer of the CPSOs in Nigeria because many private companies are employing private security providers (most especially the corporate guards) to serve the needs of the business sector for industrial security, which the public police cannot adequately provide. The employers of these corporate guards have differing perceptions of the performance of the guards employed. Members of the public also come in contact with the corporate guards especially in private companies and on private properties. The corporate guards are often the interface between their clients and members of the public in private companies and on private properties. Members of the public can also be expected to have varying perceptions of these private guards and the security services they provide. In spite of all these realizations, and the growing demand for CPSOs, few studies have been carried out on CPSOs in Nigeria. The studies that have been conducted have totally neglected assessing the performance of CPSOs in crime prevention in Lagos State. Addressing this gap constitutes the central concern of this study.

Literature review

The private security industry has a long history in Nigeria (Oxford Business Group, 2010). The CPSOs in Nigeria complement the activities of the public police by providing private security mainly to the private business sector and members of the public. With the advent of CPSOs more than twenty years ago, the industry has continued to play an important role in crime and loss prevention (Mayah, 2003). The Minister of Interior, Captain Emmanuel Iheanacho, observed that the country's size, its growing population, ethnic diversity, and socio-political and economic dynamics have made the services of the private companies unavoidable in the provision of sufficient security for the citizens. As in all civilized societies worldwide, the arduous task of preserving law and order is better complemented by the services of well-trained and disciplined corporate guards (*Compass*, 2010). The Lagos State Commandant of the NSCDC, Mr. Nathaniel Ubong, tasked the CPSOs on crime in Lagos State when he addressed corporate providers recently in Lagos and he confirmed that the CPSOs are crucial to a crime-free society (*Daily Trust,* 2007).

It is difficult to date the beginning of CPSOs in Nigeria, as there are different dates given by different sources. The CPSOs have been linked to the work of a man named Victor Vanni in the early 1970s (Cleen, 2001). However, Ekhomu (2004) posits that the CPSOs had their beginnings in 1965, when Alhaji Mumuni founded the Nigerian Security and Investigations Company. Some of the CPSOs founded in this era include: Nigerian Investigation and Safety Company, founded in 1967; Omo Security Services, which started operations in 1971; Metropolitan Guards, and Arksego (Nigeria) Limited, founded in 1980 (Roberts, 2003). The Nigerian Security and Civil Defence Corp (NSCDC) representative in Lagos State, Mr Emmanuel Okeh, commented that about 80 CPSOs were registered in the last two years (*Vanguard,* 2008). Nineteen CPSOs in Abuja were registered by NSCDC for full operations across the country (*Daily Trust,* 2010). There are over 350 CPSOs registered in Lagos State and an estimated 1,000 CPSOs registered nationwide (Oxford Business Group, 2010). Corporate providers are highly noticeable around the country, guarding businesses, homes and neighborhoods and advising transnational companies and embassies on risks and dangers to their assets and employees (Abrahamsen and Williams, 2005). Indeed, "The entire

civil security system of corporate Nigeria is in the hands of private security companies" (Ekhomu, 2004:139).

The private business sector is the main client of CPSOs in Nigeria. Examples of such include the Non-Governmental Organisations (NGOs), banking institutions, oil companies and embassies. At times, the CPSOs protect public facilities such as oil installations, international and state airports, and national stadiums (Roberts, 2003). The CPSOs in Nigeria protect public facilities, such as the National Stadium Surulere, Murtala Mohammed International Airport in Lagos State, and Osubi Airport in Warri, Delta State (Ekhomu, 2004). The public sector has also begun to employ corporate guards to reduce pressure on an over-stretched public police, with a selection of airports and ministries now collaborating with the CPSOs (Oxford Business Group, 2010). Many oil companies, banking institutions, embassies and other transnational firms have a triple security structure in place, relying on a combination of proprietary security (otherwise known as in-house security), the public police, as well as the CPSOs. This combination provides multiple business prospects for the private companies (Abrahamsen and Williams, 2006).

Increasingly, oil companies are supplementing their use of public security services with the services of the CPSOs. Many oil companies employ a combination of the public police and CPSOs for guarding services. There is also an expanding use of security consultants from international and foreign CPSOs, such as Control Risks International, ArmorGroup, and Group4Securicor. These CPSOs are entrenched in the companies' security structures in the private business sector (Abrahamsen and Williams, 2005). Next (2010) notes that the Niger Delta, the source of crude oil in Nigeria, has many foreign CPSOs providing private security services for clients in the oil and gas industry. The foreign CPSOs provide in the Niger Delta (as elsewhere) private security services for personnel and property to prevent insurgency, piracy, and terrorism acts. The Niger Delta, in particular, has become infamous for piracy, kidnappings, and sabotage of oil installations. Prominent among the foreign CPSOs in the Niger Delta are Control Risks International, Erinys International, ArmorGroup, Aegis Defence System, and Northbridge Service Group.

Bamgbose (2003) and Mayah (2003) claim that there is an increasing professionalism in the private security industry because of the increasing presence of ex-military men and former public police personnel in the industry. The position of the industry in Nigeria has also brightened with the employment of graduates and post-graduate degree holders. The industry in Nigeria is generally undergoing increasing professionalism with several leading companies incorporating the use of technology and equipment such as satellite tracking, radio alarms, panic buttons, and armored vehicles. Furthermore, there is an increasing move towards offering integrated risk analysis and consultancy services, as CPSOs seek to protect their employers and their assets in an increasingly insecure environment (Abrahamsen and Williams, 2005). The increased professionalism is being driven by a perceived need for a code of ethics and for credentials, including education and training, experience, and membership in professional societies (Mayah, 2003). The drive towards professionalism is also noticeable in the rapid growth of active security professional organizations and associations (Fischer and Green, 2004).

With the enactment of the NSCDC Act by the National Assembly in June 2003, the implementation of private guards matters is now policed, monitored, and reported upon by the NSCDC to ascertain compliance or otherwise (*NSCDC,* 2005). To inject some sanity into the private security industry, nine CPSOs were recently shut down in Ibadan by the NSCDC. According to the Public Relations Officer of the Oyo State Command of NSCDC, the CPSOs were shut down because they failed to comply with the rules for private guards licensing (*Tribune,* 2006). The NSCDC also went on an exercise in 2007 to cleanse the industry in the country. In the process, 500 CPSOs that did not meet the standards set by NSCDC were closed down. Some of these CPSOs were formed by retired military officers who set up such security companies without meeting legal requirements (*Vanguard,* 2008). Commandant-General of the NSCDC, Dr. Ade Abolurin, admonished CPSOs to operate within the law and warned registered CPSOs in the country to discontinue having a foreigner as their director or board member, threatening to withdraw the license of operations of any CPSO found guilty (*Vanguard,* 2010). The strategy of the Federal Government of Nigeria is to have the CPSOs complement the efforts of the public police in crime prevention (Ekhomu, 2004). In spite of

their unarmed status, the CPSOs exercise a fundamental impact on the security situation in Nigeria through the operation of public-private networks (Abrahamsen and Williams, 2006).

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 Area, were purposively selected for this study because they have the highest concentration of corporate guards in gated neighborhoods within residential areas. The study population consisted of different categories of members of the public who are users of services provided by the private security industry.

In Nigeria, as in other parts of the world, the private business sector is one of the major users (consumers) of private security industry. Banking institutions, telecommunications companies, and eateries in the private business sector were selected for this study because they principally make use of the services of the CPSOs. The members of staff and the management staff of the private companies constitute the primary users of the private security industry. Members of the public who are the residents of the gated neighborhoods in the residential areas in the four chosen LGAs were also interviewed.

Sample size and sampling method

Five private companies were chosen randomly from the headquarters of private security companies on different streets on Victoria Island. One corporate company was chosen from the telecommunications and eateries sectors, and three banks were selected for interviews. For each of these chosen private companies, the manager in charge of security was purposively interviewed. A member of staff of the corporate company was also randomly sampled. All the selected members of staff and management of the private companies were interviewed in depth.

Copies of the questionnaire were administered on 1200 members of the public. They were chosen using the systematic random sampling 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 randomly chosen. On each street, twenty-five households were sampled with systematic random sampling. An adult male and an adult female who had lived on that 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 their perceptions of the CPSOs in crime prevention in Lagos State.

The qualitative instruments used in the study were the in-depth interview and the key-informant interview. Two different interview guides for the in-depth interview were structured to elicit information about the perceptions of the members of staff and management of the private companies. 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 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, such as the NSCDC and the National Population Commission (NPC),

were also very valuable to the study. Data were also gathered from publications and records of the SSPN, an umbrella association for the CPSOs.

Findings

Engagement and performance of the CPSOs

All the respondents in the qualitative interviews claimed that the employment of CPSOs by the private companies involves a lot of processes. There are checks on the backgrounds of the CPSOs to see if they are licensed and registered. The respondents also confirmed that investigations are indeed carried out on corporate guard training. They further affirmed that the CPSOs that are recruited must have industrial experience and must also have a very good coverage especially in Lagos State. The respondents also claimed that there is no known relationship between the CPSOs and the management except one respondent who maintained that the CPSO belongs to the deputy chairman of the bank.

One respondent responded as follows:

> Yes, we do carry out some security or information checks on the CPSO we want to employ. The CPSO must be registered and licensed. It must have a good coverage. It must also have industrial experience in banks or other corporate bodies. We also look at the prospective CPSOs' management sector to see how organized they are. We also investigate that they are doing well before they are recommended. The recommended ones then pass through a competitive bid to prove themselves. There is no known relationship between the management or any member of staff of the company and the CPSO. MALE IDI/Security Manager/Island LGA

The respondents who were the security managers in the private companies confirmed that the employment of the corporate guards has been cost effective. Most respondents in the qualitative interviews claimed that the cost effectiveness has been in terms of risk transfer and low costs of administration. The extent of risk transfer is that the CPSO (who is the employer) is liable for the actions of the corporate guards as long as they are committed in the course of the guards' employment. The CPSO will be held liable for the loss of property from the premises of the corporate company when such loss is directly or indirectly attributable to

the negligence of the corporate guards. A master is vicariously liable for the tort committed by his servant. It is of no consequence whether the guard carried out his duty in an unlawful manner (Ozekhome, 2003; Oyakhilome, 2003). Consequently the CPSO being the employer and in this case, the master of the corporate guards, would be held liable for any action committed or omitted by the guard.

Another respondent commented that:

> The employment of the corporate guards has been cost effective in terms of finances because I pay my in-house member of staff N70,000 per month and the corporate guard earns N35,000. The employment of the guards has also been cost effective in term of administrative cost of training the guards. Also, there is the issue of risk transfer because if there is any problem, the risk is directly transferred to the CPSO. If the corporate guards steal anything, someone will be held responsible, unlike if they are members of staff. So, it has been cost effective, not only in monetary terms, but also in administrative and risk management.
> MALE IDI/Security Manager/Island LGA

In the words of another respondent:

> The employment of the CPSO has been cost effective in the sense that the corporate guards' job is strictly security. If we start having in-house security to do that job, the in-house people you are getting may not be professional security men. They will see themselves as bankers. So it is been cost-effective in terms of professionalism and also financial.
> MALE IDI/ Security Manager/ Island LGA

The respondents were also asked to comment on the safety of their neighborhoods with the employment of the corporate guards. The results are shown in table 1. Many of the respondents (54%) stated that they feel safe with the employment of the corporate guards in the neighborhoods, while 23.3% stated that the employment of the corporate guards has made no security difference to them. Close to 21% did not respond, and 1.5% claimed that they do not know the security situation of their neighborhoods**.** Results further revealed that the perceptions of the respondents regarding the safety of their neighborhoods with the employment of the corporate guards are significantly related ($\chi^2 = 183.41$, $p < 0.05$) to the respondents' choices about the continued employment of the corporate guards in the

neighborhoods, as shown in table 2. Most of the respondents (96.9 %) who claimed that they feel safe with the employment of the corporate guards in their neighborhoods, agreed that the corporate guards should continue to be employed in their neighborhoods.

The respondents were asked to rate their general perceptions whenever they come in contact with corporate guards. As shown in table 1, about 43% of the respondents declared that they always perceive corporate guards as a means of fear reduction. Very few respondents (4%) declared that they always have a sense of safety anytime they come in contact with corporate guards, while 37.2% declared that they are indifferent anytime they come in contact with corporate guards.

Respondents were further asked to comment on the general performance of corporate guards in crime prevention. Close to 47% of the respondents perceived corporate guards to be fairly effective, while 18.7% and 34%, respectively, perceived corporate guards not to be effective and as making no difference in security provision.

The respondents' perceptions of the safety of their neighborhoods with the employment of the corporate guards are significantly related ($\chi^2 = 381.32$; $p < 0.05$) to the respondents' perceptions of the general performance of corporate guards, as shown in table 3. Close to 80% of the respondents who thought their neighborhoods are safe with the employment of the corporate guards, stated that the general performance of corporate guards is fairly effective.

Table 1: Perceptions of members of the public of corporate guards in crime prevention

Opinions of safety of neighborhoods	N	%
Very safe	8	0.7
Safe	648	54.0
No difference	280	23.3
Don't know	18	1.5
No response	246	20.5
General perceptions of guards		
Sense of safety	548	4.0
Fear reduction	518	43.1
Incapable of controlling crime	174	14.5
Indifference	446	37.2
Intrusion	14	1.2
General performance of guards		
Very effective	6	0.5
Fairly effective	558	46.5
Not effective	224	18.7
No difference	408	34.0
No response	4	0.3
Whether guards play important role(s) in national security		
Yes	1106	92.2
No	94	7.8
Guards' role(s) in national security		
Crime prevention/safety	346	28.8
CPSOs complement the public police	294	24.5
Create jobs	660	55.0
Provide private security services	510	42.5
Threat if guards are not well trained	58	4.8
Insecurity if guards' background are not cross-checked	40	3.3

Table 2: Relationship between perceived safety of the neighborhoods and continued employment of the guards

Perceived safety of the neighborhood	Continue employment of the guards?	
	Yes	*No*
Safe	96.9% (634)	3.1% (20)
No Difference	47.1% (132)	52.9% (148)
Don't Know	22.2% (4)	77.8% (14)

Table 3: Relationship between perceived safety of the neighborhoods and general performance of guards in crime prevention

Perceived safety of the neighborhood	General performance of guards in crime prevention		
	Fairly Effective	Not Effective	No Difference
Safe	79.2% (518)	6.7% (44)	14.1% (92)
No Difference	6.5% (18)	37.1% (104)	56.4% (158)
Don't Know	11.1% (2)	33.3% (6)	55.6% (10)

The findings from the quantitative data, however, differ from the findings generated from the qualitative data.

A respondent asserted that:

> The services of the private security company have improved a lot. The kind of problems we were having before have stopped. The corporate guards help to complement public police effort…… They alert the police if there is going to be any trouble and so the criminals keep away. It is like we assess the job. In security generally, what we call effective today might be ineffective tomorrow. As crime is growing, they are there to manage it, not to eliminate it. However, when incompetence is noticed, it is either the CPSO or the particular corporate guard is sanctioned……. The level of satisfaction is high because most times they meet the service level agreement. There is what we call service level agreement which must be met. However, when there is deficiency, we let them know. The service level agreement describes what is expected of them. MALE IDI/ Security Manager/ Island LGA

In the words of another respondent:

> We give them prep talks and trainings to bring out the best in them. The level of satisfaction is average because they are achieving the objective for which they were employed although there is still room for improvement. The CPSO has always been here from day one. I can say the security situation in the corporate company is improving. Like l mentioned earlier on, the public police personnel are not enough to serve the needs of private companies. So, the CPSO complements the efforts of the public police. Also the services provided by the CPSOs are improving everyday. The corporate guards are averagely effective. MALE IDI/Security Manager/Island LGA

Some of the respondents in the gated neighborhoods perceived their neighborhoods to be safe with the employment of the corporate guards, and few of them perceive corporate guards to be effective generally and also few confirmed that they always had a sense of fear reduction anywhere they come in contact with corporate guards. Most of the respondents in the private companies claimed that their companies are safe with the employment of the corporate guards. Most of them perceived the corporate guards to be moderately effective, at least to the extent of retainership, and therefore the level of satisfaction is average. They also perceived that the security situation of the private companies, including services, like visitors'

attendance and orderliness have improved a lot. Intrusion by unwanted visitors in the private companies is also well curtailed, according to some respondents. Most of the respondents who confirmed their neighborhoods to be safe with the employment of the corporate guards perceived the general performance of corporate guards to be effective on average, and would want corporate guards to continue to secure their neighborhoods.

In table 4, the respondents' perceptions of the safety of their neighborhoods with the employment of the corporate guards are significantly related ($\chi^2 = 37.32$; $p < 0.05$) to the respondents' perceptions of the importance of corporate guards in national security. Almost all the respondents (98.8%) who perceived their neighborhoods to be safe with the employment of the corporate guards perceived corporate guards to be playing important role(s) in national security.

Table 4: Relationship between perceived safety of the neighborhoods and whether guards play important role in national security

Perceived safety of neighborhood	**Do guards play important role in national security?**	
	Yes	*No*
Safe	*98.8% (648)*	*1.2% (8)*
No Difference	89.3% (250)	10.7% (30)
Don't Know	66.7% (12)	33.3% (6)

Conclusions and Recommendations

Some of the residents confirmed that they feel safe with the employment of the corporate guards in the neighborhoods, and that they perceived the general performance of corporate guards to be effective on average. Most of the security managers in the private

companies perceived the performance of the corporate guards to be averagely effective and in addition, they perceived the security situation of the private companies to have improved with the employment of the corporate guards. The employment of the corporate guards has clearly been cost effective.

As a result of this study, we offer a number of recommendations. First, if the private security industry is to continue to complement efforts of state actors in crime prevention, the industry must present a professional image. The quality of the personnel is defined in the educational qualification, means and mode of recruitment, and training of corporate guards. The educational qualifications of corporate guards should be of utmost importance and a major requirement for recruitment. Corporate guards should be encouraged by their CPSOs to improve their educational qualifications to be able to participate in the career structure provided, and to be able to maximize the career prospects in the industry. The means and mode of recruitment should be more credible and more professional. Second, the training of corporate guards should be more rigorous and vigorous, and the duration should be at least 3 months in physical and mental trainings with all the teaching aids specified by NSCDC. There should also be constant re-training of the corporate guards to ensure the guards are well informed about the latest security operations. In addition, the CPSOs can improve the performance of corporate guards by giving seminars and workshops periodically. Third, there should also be a provision of a good career structure in terms of clear regulations for advancement. This improvement in corporate guards' performance will translate to professionalism. Professionalism will ensure better recognition and better pay from clients, which will eventually contribute to the economic growth of the country.

Acknowledgments

We are grateful to the Editor and anonymous reviewers for suggestions to improve this paper.

References

Abrahamsen, R and Williams M.C. 2005. The globalisation of private security. Country report: Nigeria. Proceedings of the Conference on International Politics, New Security Challenges and the Economic and Social Research Council. 1-18.

Abrahamsen, R. and Williams, M.C. 2006. Security sector reform: bringing the private in Conflict, Security & Development. 6.1: 1-23.

Aremu, O. 2009. Understanding Nigerian Police: lessons from psychological research. Ibadan: Spectrum Books Limited.

Bamgbose, A. 2003. Security and safety industry: prevention and regulation in the context of national development in Nigeria. *Security and safety: panacea for the enhancement of democracy and national development.* Adalemo A.I. Ed. Yaba: Institute of Security of Nigeria. 50-64.

Bohm, M. R. and Haley, N. K. 2002. Introduction to criminal justice. California: McGraw Hill.

Button, M. and George, B. 1998. Why some organisation prefer contract to in-house security staff. Crime at work. Increasing the risk for offenders. Vol. 2. Martin G. Ed. Leicester: Perpetuity Press Ltd. 201-214.

Cleen, 2001. Privatization of security in Nigeria. Law Enforcement Review. March : 14-18.

Compass, 2010. Ministers, NSCDC vow end to quackery in private guards outfit. April 29.

Daily Trust, 2007. NSCDC tasks security operators on crime in Lagos. Oct 31.

Daily Trust, 2010. NSCDC Licensed 19 private security firms. Jan 14.

Dambazau, A. B. 2007. Criminology and criminal justice. Ibadan: Spectrum Books Limited.

Dempsey, J. S. 2008. Introduction to private security. Belmont: Thomson Higher Education.

Ekhomu, O. 2004. Outsourcing non-core police functions to private security companies: lessons from elsewhere. Crime and policing in Nigeria: challenges and options. Alemika, E. O. and Chukwuma, I.C. Eds. Ikeja: NOPRIN. 128-139.

Fischer, R. J. and Green, G. 2004. Introduction to security. 7th ed. Burlington: Butterworth-Heinemann.

Jemibewon, D. 2000. The Nigerian experience. Crime and policing in transitional societies. A paper presented at a conference held at the South African Institute of International Affairs, Jan Smuts House, University of the Witwatersrand Johannesburg, 30 August - 1 September 2000. Italy: United Nations Interregional Crime and Justice Research Institute (UNICRI). 29-34.

Mayah, E. O. 2003. Walking the narrow road. Industrial security in Nigeria. Challenges and prospects for 21st century. Keku, P. and Akingbade, T. Eds. 2003. v-xii.

Next (2010) "The mercenaries take over", September 28

NSCDC, 2005. Nigeria Security and Civil Defence Corps' document on Corporate Private Security Organisations in Nigeria.

Odinkalu, C. A. 2004. Changing roles of civil society in promoting safety and security in Nigeria. Crime and policing in Nigeria: challenges and options. Alemika, E. O. and Chukwuma, I. C. Eds. Ikeja: NOPRIN. 14-23.

Oxford Business Group, 2010. The Report: Nigeria. http://www.oxford.businessgroup.com

Oyakhilome, F. E. 2003. The bridge between the police and the people. *Industrial security in Nigeria. Challenges and prospects for 21st century.* Keku, P. and Akingbade, T. Eds. 9-14.

Oyegoke, D. A. 2003. Private security management in Nigeria. Yaba: Institute of Security of Nigeria.

Ozekhome, M.A. 2003. Legal liabilities of contractors and clients in industrial security operations. *Nigeria. Challenges and prospects for 21st century.* Keku, P. and Akingbade, T. Eds. 20-69.

Roberts, F. O. N. 2003. Maintaining law and order in Nigerian cities: the case of the Babangida and Abacha regimes. Security, crime and segregation in West Africa cities since the 19th century. Fourchard, L. and Albert, O. Eds. Karthala: IFRA. 141-160

Tribune, 2006. NSCDC axe falls on eight security companies. April 19: 18.

Vanguard, 2008. NSCDC gets N50M. March 2008.

Vanguard, 2010. Civil defence boss goes tough on private security companies. Jan 23.