

**ASSESSMENT OF PUBLIC-PRIVATE PARTNERSHIP IN
SECURITY SERVICE DELIVERY**

A CASE OF ARUSHA REGION IN TANZANIA

**ASSESSMENT OF PUBLIC-PRIVATE PARTNERSHIP IN
SECURITY SERVICE DELIVERY:**

A CASE OF ARUSHA REGION IN TANZANIA

By

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**A dissertation submitted to the School of Public Administration and
Management in Partial Fulfillments of the Requirements for the Award of the
Master degree of Public Administration (MPA) of Mzumbe University**

2017

CERTIFICATION

We, the undersigned, certify that we have read and here by recommend for acceptance by the Mzumbe University a dissertation entitled, "*Assessment of Public Private Partnership in Security Service Delivery: A case of Arusha Region in Tanzania*" in partial/fulfillment of the requirements for the degree of Master of Public Administration of Mzumbe University.

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DECLARATION AND COPYRIGHT

I, Augustino Ivo Mbele, hereby declare from my deepest part of my heart and soul that this dissertation is my own original work and that it has not been presented and will ever be presented to any other University for a similar or any other degree award.

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Date _____

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DEDICATION

I'm profoundly honored and fond to devote this achieved efforts to my beloved son Prince Augustino Mbele and my lovely wife Olympia Revocatus Sanka: Words cannot fully describe what I feel for them especially when they remained calm for the whole time when I was doing this research project and also all of their sacrifices and efforts in making sure that we as a family live a healthy and satisfying life are much appreciated and these all are reasons why I have made it this bit far in education. Bravo my Son and Wife.

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LIST OF ABBREVIATIONS

ARS	-	Arusha Regional Secretariat
ASIS	-	American Society for Industrial Security
BAC	-	Business Against Crime
BRELA	-	Business Registration and Licensing Authority
CCTV	-	Closed Circuit Television
CIT	-	Cash in Transit
DAS	-	Administration Secretary
DRC	-	Democratic Republic of Congo
FRBNY	-	Federal Reserve Bank of New York
GDP	-	Gross Domestic Product
ISECOM	-	Institute for Security and Open Methodologies
ISOM	-	Institute for Security and Open Methodologies
ISS	-	Institute of Security studies
IT	-	Information Technology
KK	-	Kings Knight
KSIA	-	Kenya Security Industry Association
LGAs	-	Local Government Authorities
NCPS	-	National Crime Prevention Strategy
NPM	-	New Public Management
OC –CID	-	Officer Commanding Criminal Investigation of the District
OCD	-	Officer Commanding the District
PMCs	-	Private Military Companies
PPA	-	Public Procurement Act
PPPs	-	Public Private Partnership
PSCs	-	Private Security Companies
RAS	-	Regional Administration Secretary
RIO	-	Regional Immigrations Officer
RMA	-	Regional Militia Advisor
RPC	-	Regional Police Commander
RPO	-	Regional Prison Officer

RSO	-	Regional Security Officer
SAP	-	Structural Adjustment Program
SAPS	-	South African Police Service
SOB	-	Security Officers Board
TISS	-	Tanzania Intelligence and Security Services
TPSI	-	Tanzania Private Security Industry
US	-	United states of America
PSAs	-	Private Security Actors
SSD	-	Security Service Delivery
JKT	-	Jeshi la Kujenga Taifa
DDCP	-	Dar Es Salaam Deputy Commissioner of Police
URT	-	United Republic of Tanzania
PSI	-	Private Security Industry
PSIR	-	Private Security Industry Regulatory
SS	-	Security Service
ARD&SC	-	Arusha Regional Defense and Security committee
ARS	-	Arusha Regional Secretariat
ASIS	-	American Society for Industrial Security
BAC	-	Business Against Crime
BRELA	-	Business Registration and Licensing Authority
CCTV	-	Closed Circuit Television
CIT	-	Cash in Transit
DAS	-	Administration Secretary
DDCP	-	Dar Es Salaam Deputy Commissioner of Police
DRC	-	Democratic Republic of Congo
FRBNY	-	Federal Reserve Bank of New York
GDP	-	Gross Domestic Product
ICD	-	Independent Complaints Directorate
IMF	-	International Monetary Fund
ARD&SC	-	Arusha Regional Defense and Security committee
ISECOM	-	Institute for Security and Open Methodologies
ISOM	-	Institute for Security and Open Methodologies

ISS	-	Institute of Security studies
IT	-	Information Technology
JKT	-	Jeshi la Kujenga Taifa
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NCPS	-	National Crime Prevention Strategy
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OC –CID	-	Officer Commanding Criminal Investigation of the District
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PPA	-	Public Procurement Act
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PSAs	-	Private Security Actors
PSCs	-	Private Security Companies
PSI	-	Private Security Industry
PSIRAA	-	Private Security Regulatory Authority Act
RAS	-	Regional Administration Secretary
RIO	-	Regional Immigrations Officer
RMA	-	Regional Militia Advisor
RPC	-	Regional Police Commander
RPO	-	Regional Prison Officer
RSO	-	Regional Security Officer
SAP	-	Structural Adjustment Program
SAPS	-	South African Police Service
SOB	-	Security Officers Board
SS	-	Security Service
SSD	-	Security Service Delivery
TISS	-	Tanzania Intelligence and Security Services
TPSI	-	Tanzania Private Security Industry
URT	-	United Republic of Tanzania
US	-	United states of America

WB - World Bank

ABSTRACT

The importance of public private partnership in maintaining peace and security in the community has been several times acknowledged by police top officers. However the challenges of involving PSCs in security service delivery are many. These challenges are presence of intruders, leakage of security information's, thefts, biased security service and overlapping of responsibilities.

This study focused on assessing the public private partnership in security service delivery in Arusha Region. The study aimed at investigating how the regional security authority is really collaborating with the private actors in security service delivery. This was a case study which used simple random and purposive sampling technique to get 64 samples from security actors within Arusha region which included the Regional Defense and Security organs, the police force and the private security actors. This study was guided by three research objectives which were; to examine the roles of the ARD&SC in management and provision of the security services in the region, to identify the private actors and examine their roles in provision of the security services in Arusha region, and to identify and analyse the factors affecting PPPs in provision of security services in Arusha region.

The findings from the study has revealed that the PPPs in security service delivery is really good approach in improving security service in the region. The research question have been well responded and it was revealed that there are roles played by ARD&SC, the role of private actors, the way the collaboration is implemented, factors affecting security service provision through PPPs have been revealed accurately. The results revealed that ARD&SC is the organ responsible to oversee all security matters in the region, there are private actors and they play vital role in promoting security accessibility and efficiency in the region and the provision of security service through PPPs are affected by many issues including technology, integrity, education level and age. The study recommends that the government at national level should create independent regulatory bodies to monitor PSCs in the regions and prohibit them from monkey freedom in the security field. The unregulated PPPs in security will jeopardize the regional security industry.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND INFORMATION

1.1 Introduction

In Pre-colonial societies Tanzania security was individual's and community's responsibility. However, after the state formation security service was vested into the hands of the state at all levels. Thus,, after independence the government had to take charge all of the security matters of the country.

The importance of security in any country cannot be over emphasized. But due to the increase of the government security budget as far as security demand of a country increased New Public Management (NPM) was formed with the objective of reducing government's expenditure through establishment of partnership with other private actors in delivering public service security in particular. It was from this background that private security service providers emerged despite the fact that security was laying in the hand of the state and implemented under the Regional and District Administration. It should be understood also that, although these private actors were involved in the security services they were not left free to do whatever they want but their activities were put under the control of the Concerned Regional and Districts administration and monitored by RPCs and OCDs.

Therefore, this study aimed at assessing public private partnership in provision of security service in Arusha region. It is the fact that traditionally, the state is always the guarantor of the security service in the community, but to make the service more effective involvement of the private actors is crucial. Nevertheless, when incorporating these private sectors in the security industry the need for the government to create effective regulatory and monitoring arrangements is imperative. This helps to ensure that security service are provided with maximum efficiency and effectiveness.

1.2 Background to the Study

Results from Farzana *et al.* (2008) show that for any society which might be

confident of saying it's in good health should be also free from any security threat because these variables in combination have positive or negative impact to the economic development of a country. The author further argued that rapidity and tempo of the monetary development, impartial fiscal buying and selling capacity, organized transaction of finance between investors cannot be sustained without peacefully and secured business environment.

In the study conducted by Harrison (2001) it was highlighted that the main responsibility of any conscientious government of a country is to indemnify proper provision of social services to her citizens' one of which being maintenance of peace and ensuring security for all people and their properties. Thus provision of security services for the citizens and their properties is one of most important functions of the government in different parts of the world. It is reported that since 20th century the world has witnessed rapid growth and development of science and technology, free market economy as well as an increase of population that countries could not accommodate without strong security (Ragin and Becker, 1992).

As contented by Shivji (2001) that any government is traditionally responsible, among other things, for the defense, security and maintenance of law and order. These is possible through institutions such as the police force and other security systems in the country. Thus, the government has been responsible for protection of life and property, preservation of law and order, prevention and detection of crime, and cooperation with the civilian authority and other security agencies established under the constitution.

As a result of having such a responsibility, different government of different countries in the world have had tried their level best in ensuring security service delivery to their citizens using number of efforts. The provision of public service was seen have close relation with the changes of public administration models in the world development.

Generally the traditional administration and bureaucracy was set up having a big role of managing justice (Itika, 2011). The core values of such administration were fairness and equity. But the scope of government increased dramatically after the

Second World War following a move towards a Welfare State. In this governance model, citizens' welfare was mainly placed under the public service machinery. Later on it was concluded that the traditional administration failed to respond to the multiple challenges posed by delivery of multiple social services. In this era, apart from fairness and equity efficiency and effectiveness also became central to governance processes. The focus on efficiency and effectiveness prompted adoption of managerialism approach in public sector governance in 1980s.

This approach led to a shift from traditional bureaucratic culture and behavior in running government affairs to semi-independent government. The establishment of semi-independent government boards and agencies puts more responsibility of governing business and providing services on behalf of the government. This kind of government shift was considered as the right way of reducing the administration burden on public service delivery especially in developing countries including Tanzania.

In 1990s new approach was introduced and positively influenced the political ideology of Neo –Liberalism. This new model forced and pushed the macro-economic policy reforms. In this epoch the government started withdrawing from social service delivery. The more the government control over economy was concluded as distorting the economy.

The withdrawal of the government led to emergence of the private actors in management and provision of the social and economic services (Itika, 2011). Under this system the main task of the government was to create conducive environment for private sectors to operate smoothly. The national investment promotion laws, the investment centers and the Parastatal reform commission were some of the efforts taken by governments to promote privatization in the world (Itika, 2011). However, the government efforts in promoting privatization at national and regional level failed because most private sectors were weak financially and the government had not managed to create enabling environment for the private sectors.

As argued by Bennet *et al.* (1999) from 2000s onwards another model of public

administration emerged as far as social service is concerned. Instead of privatization, synergy between the government and private actors in management and provision of social and economic services was emphasized. This paved the way for emergence of public private partnership in which collaboration between the public and private agencies was initiated.

According to Itika (2011) this kind of partnership was important because it brought transparency, value for money, reduced bureaucracy, increased innovations and improvement of service delivery. Therefore, public private partnership did not start from nowhere rather a number of government efforts to improve the public service delivery.

The evolution of security service delivery also has a long history in the world including Tanzania. In 1940 to 1960 the administration of security service was under the bureaucracy, however; from 1970s to 1980s the management of security service was achieved through committees and boards which were result oriented. From 1990 to 2000 there were serious reforms which brought privatization and business culture. From 2000s to date the security service is delivered through collaboration between the government and private partners. The names of security organ under a specific time of evolution may be different in distinguished countries in the world even though the concept may remain the same.

In Tanzania evolution and changes in security service delivery started by the use of Sungu Sungu in 1980s, The Auxiliary police, the community policing {police Jamii} and lastly the private security companies through partnership. All these were efforts taken by the government to improve the security service in the community. Despite the introduction of partnership between the government and private actors, security the government remained regulator and moderator of the private security operations under the Inspector General of Police (IGP) and the security committees in the region and districts.

The governments through decentralization by devolution in security issues have empowered the regions and districts through their respective Defense and Security

Committees to regulate and monitor the security service delivered through the private security companies. The regional and district police commanders are in charge of monitoring and control of the partnership between the government defense and security organs and the private security service providers in their areas on behalf of the IGP.

The introduction of private security providers aimed at reducing the burden of the government over security issues. However, current experience shows that despite having big number of security companies in Tanzania the issue of security is still questionable. Many criminal incidents are reported in media in different regions especially Dar -es -salaam and Arusha.. In these regions security is not highly achieved although there are many operating PSCs. It is gainst this background that this study was set to assess the PPPs in security service delivery in Arusha region in Tanzania.

1.3. Problem Statement

The public private partnership in security field is a flourishing industry in Tanzania. In the past two decades, it has experienced tremendous growth and transformation. Currently the industry provides number of security service in some way overtaking the public security service providers.

The currently security service delivery is commonly succeeded through PPPs. Although there is strictly environment and legal framework restricting PPPs in this core government function. The private security companies have a potential of providing security services while at the same time creating employment opportunities to majority youth in Tanzania.

In Tanzania, the importance of public private partnership in maintaining peace and security in the community has been several times acknowledged by police top officers. For example while addressing Ilala residents in his official declaration of the program called "*Mpango wa ulinzi jirani*" to prevent and fight against crime in the community on 15/04/2009, the former IGP Saidi Mwema commented that "*public-private partnership is an important aspect and a potential technique of community*

policing” (Said Mwema, 2009 cited by Mkilindi, 2014). This implies that Police force recognize the need of incorporating the private sector to increase more impact on security service delivery in Tanzania. Similarly it is argued that the private security sector response is considered crucial for the growing complex demands for the protection of people and property (Guardian News Paper of July 8th 2012).

To enhance PPPs in security services provision supportive legal and policy framework is important. In Tanzania the policy and legal framework guiding the Public Private Partnership comprises of the PPPs Policy of 2009, PPP Act No 13 of 2010, the Militia Act, the police and Auxiliary Act, the Constitution of the URT of 1977 as amended time to time, Security Act 2008, the URT Company Act of 2002 and the IGP policy on private security companies.

Despite of all these regulatory legislation efforts on PPPs in security industry, yet the Tanzania Private Security Industry (TPSI) is not effective. Several factors could be behind the existing challenges, among them seem to emanate from registration and regulation of the private security companies.

For instance, the prospective owner has to register his business by the Business Regulation and Licensing Authority (BRELA) and secure a company’s license. Besides, he has to seek a permit from the Police Force to run his business. Such permit usually has no expiry date, and the assessment procedures to be given a permit are not certain. After a permit is issued, there is no authority that monitors day to day activities of the Tanzania Private Security Industry (TPSI) (Mkilindi,2014)).

Yet, in Tanzanian context there are many questions to answer as far as PPPs in security service is concerned. These questions are raised because there is no clear understanding and adequate empirical evidence on assessment of Public private partnership in security service delivery in the security industry in Tanzania. Therefore, this study was set to assess public private partnership in security service delivery at the regional level in Tanzania.

1.4 The Objective of the study

1.4.1 The General/Main Objective

The overall objective of this study was to assess Public Private Partnership in security service provision at the regional level in Tanzania.

1.4.2 The Specific Objectives

- i. To examine the roles of the ARD&SC in management and provision of the security services in the region.
- ii. To identify the private actors and examine their roles in provision of the security services in Arusha region.
- iii. To identify and analyze the factors affecting partnership between the ARD&SC and private actors in provision of security services in Arusha region to the communities.

1.5 Research Questions

- i. What are the roles of the ARD&SC in management and provision of the security services in the region?
- ii. Who are the private actors and what are their roles in provision of the security services in Arusha region?
- iii. What are the factors affecting partnership between the ARD&SC and private actors in provision of security services in Arusha region?

1.6 Rationale/Scope of the Study

The study is important because the findings will help the Regional Administration in Tanzania to formulate best security strategies on monitoring and promote the use of private security companies in reflection of promoting security service delivery. On the other hand dissatisfied community can decide to either discontinue purchasing the private security service or engage in negative word of mouth communication

which will lead to chaos and create insecurity in the community and loose the desire and focus of the RA in promoting security in the Regional Jurisdiction.

In fact the situation needs to be addressed time after time in Tanzania accordingly. The empirical findings of the this study will therefore presents better approaching on private security service satisfying the existing research gaps and search for to concurrently investigate on assessment of public private partnership in security service in the regional administration security service delivery.

1.6.1 Academic Contribution

- i This study findings enables researchers to identify the different attributes on the key monitoring arrangements and other prominent dimensions to be taken into consideration when adopting a comprehensive partnership with the private security actors.
- ii The study findings facilitates researchers to develop a conceptual model that explains and predicts the dimensions and how public private partnership in security field need be monitored at the Regional level.
- iii This research report is expected to form the starting point for more research on the subject for the betterment of both the RA performance in provision of security service via public private partnership.
- iv This research report enables a researcher to be awarded a Master Degree and become a good ambassador when it comes to knowledge sharing in security aspect in RAs level.

1.6.2 To Policy Makers

This study has offered information to policy makers in the RAs security industry about how partnership manifesting private security act need to be monitored, reaction of the community and their arrangements to the community security paradigm.

Therefore, they are in a good position to come up with community accepted policies that leads to stronger relationship and focused security private companies.

1.6.3 To Practitioners

This Research report can be used by the regional defense and security organs in designing suitable partnership environment in security service delivery. The designed partnership can facilitate proper monitoring arrangements of private security service partners at regional level.

1.7 Limitations of the Study

The Researcher had to face the following hindrance in the over whole course of the study:-

i. *The problem of finance*

The researcher to manage delivering each and every thing important in the study was expected to be free from financial stress. Money limited the researcher to move to different places in Arusha Region as far as the study was self-funded; this made it a challenge in managing logistics for the study.

ii. *Methods of study*

The method used in the study brought a problem and obstacle as far as the topic is concerned. It was very difficult to collect data from the Regional Defense and security committee members because the security system of the country requires them to stay confidential. Likewise due to their offices responsibilities private security officers during the interviews most of them were having very limited time because they had to rush for their official activities and were not sometime ready to deliver security information. Therefore, sometimes the researcher used own security skills to collect important information's to comprehend this research report.

iii. *Time limit*

The time allocated was not really enough that sometime this situation led to the researcher's failure in accessing all necessary information required for

good data analysis. Also the researcher could need at least one year rather than six month allocated for doing such complex study.

iv. *Confidentiality of the security information*

The researcher faced complexity when collecting data from the Regional Defense and Security Committee members because most of them having trained on security matters were not willing to disclose security information during face to face interview or through questionnaires. The researcher had to use his security knowledge to congregate enough information on the topic of study to finalizing this report work.

1.8 Delimitation of the study

The researcher kept in mind the coverage and scope of the area of study, time allocated for the study and financial implication hence the researcher opted to focus on one region of Arusha by narrowing his concentration to RD&SC. The purpose of doing this and this was to shorten the big unit of enquiry having less concerned with security issues though they are under Regional Secretariat and in this way it helped to minimize time and cost., Also in addition, the prior knowledge of the researcher to the study area chosen was used successfully and professionally for the matching rationale.

1.9 Definition of Terms/Glossary

The researcher underscores the meaning of different terms which has been used as follows:-

1.9.1 Security

Security means a lot of things in different contexts. It is the extent of opposition to, or defense from impairment. It refers to any defenseless and expensive asset such as a human being, residence, group of people, country, or association. As well-known by the ISECOM, protection presents “a form of protection where a separation is created between the assets and the threat.” These divisions are commonly called “controls” and occasionally comprise revolutionize to the asset or the intimidation.

Human beings understand well what security means in real world. It implies that one's material protection from any injury. It further represents protection of one's possessions so that they don't get stolen or damaged.

1.9.2 Private

According to Shearing and Stenning (1981) comments that private means belonging to and for the use of only specific human being or association of people. It also stands for something or someone not under public sphere, it may therefore mean some one's possess, self, and exacting, extraordinary, restricted and in confidence have ownership of a particular materials or any. Therefore there is no way someone can change private to normal public. There are some private individuals with strong financial capacity who can assist the government in service delivery provision. The only mechanism to achieve such assistance is through PPPs.

1.9.3 Company

According to Ndunguru (2001) company may be defined as a union or gathering of natural or legal or combination of both. The corporation stakeholders enjoy universal aim and join so as to influence their distinguished capacities and plan their cooperatively expertise or resources to attain detailed prior known objective.

The gathering is always made by legal framework and it becomes automatically legal person and compliments limited liability, civil accountability and taxation acquired as components execute (or fail) to release their duties within the publicly affirmed birth certificate or in print guiding principle. As far as these companies are legal persons, they also may join together and register themselves as corporation regularly recognized as a corporate group. Also when the corporation shut down, it may perhaps require a decease certificate to avoid further legal obligations

1.10 Organization of the Study/structure of the Research Report

This report is organized into five chapters of whereby, the first chapter consist introduction, background information of the study, and statement of the problem,

objective of the study, and study questions, rationale of the study, scope of the study, organization of the study and conceptual framework.

Chapter two comprises introduction, definition of the key terms, theoretical review, and empirical studies. Chapter three presents research methodology which includes introduction, design of the research, site of the study, study population, the sampling techniques, sample size, methods of data collection and information analysis. While chapter four presents data presentation, discussion and analysis and chapter five consists summary of findings, conclusion and recommendation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this part the researcher presents the literature review, which entails introduction, definitions of terms, theoretical framework, models of PPPs best one guiding the study and empirical literature of the study. It also covers the theoretical framework of the study on the assessment of public private partnership in security industry in Tanzania, Arusha region.

2.2 Public Private Partnership

The concept of public private partnership commonly abbreviated and commonly known as PPPs or 3P/P3 has been defined by different scholars to mean simply collaboration between public and private sectors in the provision of public services which were supposed to be provided by the government of a particular country. PPPs is defined as a long-term contract between a private party and a government entity, for providing a public asset or service, in which the private party bears significant risk and management responsibility, and remuneration is linked to performance (World Bank, 2015)

Also according to Turco and Cecilia, (2009) views PPPs as an entity which covers all kinds of cooperation characterizing the interference between the public and private sectors to deliver policies, products, services and infrastructure. According this author PPPs refers to the cooperation institutional arrangements between public and private sectors actors which seem to be new kind of government framework. This approach is expected to replace the traditional way of contracting out public services through competitive tendering focused to new concept in public management designated to replace older bureaucratic procedure through the involvement of private sector actors in the delivery of public services.

Singapore MOF (2012) defined public private partnership as the strategic framework that encourages team work between the public agencies and private sector service providers in provision of the non-core-government service. According to the MOF

report document it shows that in Singapore the public agencies have had been engaging in the private sectors in many activities including outsourcing human capital, service out contracting or business process outsourcing. This report acknowledges the PPPs as the best ever sourcing that the government can use to in cooperate the private actors in security service delivery.

The public private partnership is the variety of collaborative arrangements for public service delivery implemented between the public and private sector stakeholders based at the principle of appropriate allocation of resources, rewards and risks sharing among the partners involved in the partnership (Bennet *et al.*, 1999).

Brinkerhoff (2002) argues that when any government rethink and consider the best modern ways and mechanism for delivering of a specific public service the PPPs provides a range of models from which to choose. This is because the primary role of the government despite being difficult task is ensuring proper service delivery to her people. The development in population, economic activities, and various reforms worldwide has forced many countries to review their models in service delivery.

Itika, (2012) argues that the best known models in the PPPs are Simple cooperation, joint venture, direct contract, lease, concession and complete privatization with regulation. There are important typologies of partnership as far as PPPs are concerned. These typologies of partnership have been confusing many students in colleges and universities by thinking that they are PPPs models. Therefore it should be noted that there are PPPs models as highlighted above distinguished from forms or typologies of PPPs.

2.2.1 Forms of PPP

Itika, (2012) comments that there are many types of PPPs however they all are grouped into two forms. The two best known forms of PPPs are Design-Build-Finance-Operate (DBFO) and Design-Build-Operate. The way these two forms are equated to PPPs depends on the nature of the activity which brings many of the new forms that really reveal the nature of project design and partnership and not actually the models of PPPs. According to this scholar he calls these forms as typologies of PPPs

i. Design-Build (DB)

The government under this form of PPPs contracts with the private partner to design and build a facility in accordance with the requirements set by the government. After completing the facility, the government assumes responsibility for operating and maintaining the facility.

ii. Design-Build-Operate (DBO)

In this typology the government contracts with the private partner to design and build a facility in accordance with the requirements set prior by the government. After completing the facility, the ownership of the facility remains with the public sector while the private partner operates the facility according to public performance requirements. The operator is also responsible for replacing the assets whose life has expired.

iii. Design-Build-Operate- Maintain (DBOM)

This kind of PPPs combines the responsibilities of design-build procurements with the operations and maintenance of a facility for a specified period by private sector partner. At the end of that period, the facility is transferred back to the public sector. This model is also referred to Build-Operate-Transfer (BOT).

iv. Build-Lease-Transfer (BLT)

In this form of PPPs the government enters partnership with private actor in building the asset after completion the project is transferred to the government where the concessionaire rents or leases it from Government and eventually transfers it again to private actor for operation.

v. Design-Build- Finance-Operate/Maintain (DBFO or DBFM):

The execution of this form of PPPs is when the government allows the private sector designs, builds, finances, operates/or maintains a new facility under a long term lease. At the end of the lease term, the facility is transferred to the public sector.

vi. **Build Own Operate (BOO):**

In this typology the government grants the right to finance, design, build, operate and maintain a project to a private entity, which retains ownership of the project. The private entity is not required to transfer the facility back to the government.

vii. **Build-Own-Operate-Transfer (BOOT)**

In this form, the government grants a franchise to a private partner to finance, design, build and operate a facility for a specified period of time. Ownership of the facility is transferred back to the public sector at the end of that period.

viii. **Buy-Build-Operate (BBO)**

BBO is a form of asset sale that includes rehabilitation or expansion of an existing facility. The government sells the asset to the private sector entity, which then makes the improvements necessary to operate the facility in a profitable manner.

ix. **Unsolicited Bids:**

These are bids for which a private entity or an individual identifies and submits a proposal to the competent authority. The proposal is examined using defined criteria and if it qualifies it is designated as a PPP. Such bids emanate from the fact that potential PPPs may not always be known and tendered to the public for submission of bids.

x. **Solicited Bids:**

These are bids for which a competent authority identifies for private participation and announces a request for proposal, leading to the selection of the successful bidder.

2.2.2 The Models of PPPs

According to Itika (2012), the models of PPPs in service delivery are simple cooperation, joint venture, direct contract, lease, concession and complete privatization with Regulation.

Bennet *et al.* (1999) and Brinkerhoff, (2002) argue that to respond the public service delivery gap in decentralized by devolution authority, first model of collaboration to be considered should be simple cooperation. This is the first model of PPPs in defining the collaboration between the government and private sectors. According to these authors the local authorities invite ideas from the business community to improve by laws for monitoring and regulating certain service delivery mechanism where the role of private actors in this model become advisory.

The second model is joint venture in which the local government authorities collaborate with private actors in service delivery provision and they both bare joint responsibility for the delivery of the service tie together. The parties involved in PPPs through this model need to balance their interest in terms of responsibility, importance and jeopardy. This model is bit different from that of simple cooperation more government regulation is required such as serious and strong accountability mechanism, transparency in decision making, equitable costing and distribution of financial earnings (Itika, 2012).

According to Itika (2012), the third model is direct contract, this kind of PPPs when local authorities outsource some of the public services to the private service providers. The author recommends such contract as far as the PPPs model is concerned covers only agreed elements, specific service, payment and fixed duration.

Itika (2012) underscore the fourth model of PPPs is Lease contract. This is more transparent way of incorporating private actors in public service delivery provision. The model requires competitive tendering where the top tendered wins the tender and get the contract. Under the contract the public organization keep hold of possession of all belongings and are held responsible to the public for critical performance. The government under this model arranges and leases infrastructure and facilities to

private stakeholder for a fixed duration. The private sector gets exclusive mandate to operate and it will bear commercial risks for non –payment of fees by the service beneficiaries.

The author further argues that the last alternative model is concession. Under this model the public government agencies grant full right and liability to the private sector for a specific service delivery in a particular area at a given time. These always include all things to include construction Preservation, collection of revenue and administration.

The private sector shall be responsible for each and everything in the contract including resources investment, building improvement, extent the system and monitoring performance standards, regulation of price and service volumes. The main difference with lease is the additional responsibility for capital investment by the private sector (Itika, 2012).

2.2.3 Potential Benefits of Public Private Partnerships in Service Delivery

The financial crisis of 2008 onwards brought about renewed interest in PPPs in both developed and developing countries in the world. Responding to the constraints on public resources and fiscal space, while recognizing the importance of investment in infrastructure to help their economies grow, governments are increasingly turning to the private sector as an alternative additional source of funding to meet the funding gap. The PPPs has helped a lot in the service delivery provision. The service has been reaching where the government failed initially.

PPPs has helped the penetration of private sector technology and innovation in providing better public services through improved operational efficiency to the community, the projects through PPPs are delivered on and within budget limit, utilizing PPPs as a way of developing local private sector capabilities through joint ventures models with large international firms, as well as sub-contracting opportunities for local firms in areas such as civil works, electrical works, facilities management, security services, cleaning services, maintenance services these all has increased service delivery.

Furthermore, PPPs has helped in transfer of skills leading to national champions that can run their own operations professionally and eventually export their competencies by bidding in projects/ joint ventures. .This has been achieved through using PPPs as a way of gradually exposing state owned enterprises and government to increasing levels of private sector participation. PPP has created more diversification in the economy by making the country more competitive in terms of its facilitating infrastructure and boost its business and industry associated with infrastructure development (such as construction, equipment, and support services). PPPs has helped in supplementing limited public sector capacities to meet the growing demand for infrastructure development which has prior impact in service provision.

2.3 Security Service Delivery

Gerth and Mills (1946) defines Security distinguishing it from only regime physical protection rather conceptualized be linked to community arrangements and also a political sphere advantageous to the public in which exception of the state to guarantee basic security, there would be no civilization no civil society within a particular country.

The author further portrays that state is not only an institution for maintaining order, but is also a creature made or accepted by citizens because they need it for a purpose to build a civil society in this perspective, security receives a new meaning. Society is an association of citizens and the maintenance of security is a necessary function for that association, something without it cannot exist and thrive.

2.3.1 Public Security Service Delivery

Is the task and responsibility of the regime involving the defense of her people, organization and establishment against fear to their comfortability and to the triumph of their community. However, to respond to the modern challenges in the public security any responsible public institution is allowed to own its own security guards and address any security threat in advance.

2.3.2 Procurement of Security Service Delivery under PPPs

According to Public Procurement Act of 2011 the word Procurement has been defined to mean any authorization, consent, or additional recognition or power concerned by a communal body or entered into between a public body and a private entity that can be provider, supplier or advisor, consequential from procurement proceedings for carrying out construction or other related works or for the delivery of any commodities or services to the community. This is normally done to influence the public works being done through the use of private efforts and stakeholders.

2.3.3 Private Security Service Delivery

Also Brunet (2008) defines private security service as any type of private association and or an entity providing the entire kinds of safety services, counting exploration, safeguard, patrol, lie detection, alarm, and resistant transport. The form private security company emerged later and still operates to date. This is the modern form and struggle of public authority to reduce public spending and deliver security service through PPPs in the community.

This kind of partnership allows the private actors and public agencies to collaborate and work together in provision of security service in the community. The private actors came with their registered private security companies and work together with the government agencies in promoting security service.

2.4 Public Private Partnership in Security Service Delivery

According to Lo Turco and Celeste Cecilia (2009) the concept Public Private Partnership refers all types of collaboration on fraternize the meddling between the public and private sectors actors to deliver policies, products, services and infrastructure.

These scholars view PPPs as cooperation institutional arrangements between public and private sectors actors. This seems to be new kind of framework that the government uses in replacing the traditional way of getting public services done and delivered through the use of private actors. In this form important aspects such as

competitive tendering, focused to New Public Management (NPM) are designated to replace older bureaucratic procedure through the involvement of private sector actors in the delivery of public services.

2.5 Trend of PPPs in Security Service Provision in Tanzania

The Tanzania government has been struggling in number of ways to integrate private actors in the security service delivery. These struggles have been explained in detail above at the background and it dates back to the liberalization in Tanzania. The following are the different kinds of public private partnership implemented in Tanzania context since 1940 to 2000s onwards.

2.5.1 The Auxiliary police

Tibasana (2001) defines Auxiliary police as a form of policing in extraordinary area where by the people of the concerned area are employed so as to provide security services in special areas so as to relieve the police in one way or another. The demand of police is always very high in relation to the developing country; hence basing on the number of police and security demand they fail to for fill the requirements without assistance from the citizens of a responsible area.

This was a first PPPs ever experienced in security service in Tanzanian. The police in collaboration with the local people in security issue especially those tasks which needed fewer technicalities to address.

2.5.2 The Sungu Sungu

According to Mwaikusa (1995) defines Sungu Sungu as a form of informal policing system which involves a small selected giant men group from the same community tasked to monitor and control unnecessary movement at day and night. This form of policing was accepted and recognized by the central government and started in early 1980s and was commonly known as *sungusungu/wasalama*

According to this author this kind of policing came up as a result of the Kagera war which culminated into lawlessness in most parts of the country. It was at the said epoch that crime such as burglary, armed robbery and cattle rustling proliferated.

Furthermore, Abrahams (1989) argued that *sungusungu* system was conceptualized as a relief to the community as well as the government which commended the same as grass-root initiative to implement the *Arusha Declaration* and the policy of “*socialism and self-reliance*”.

However, according to these scholars in 1987 and 1988 there were two cases confronted with *Sungusungu* (Civil Case No 15/1987 and No.22/1988 all was summoned to the High Court and the High Court declared *sungusungu* activities illegal (unconstitutional) as they tended to assume functions of state machineries such as Police and Courts and brought complications. Nonetheless, in 1989, under the legal framework reflected in Act No 9 of 1989 the government legalized *sungusungu* activities and granted those powers to arrest and search similar to those of a police constable. This kind of PPPs helped to respond to critical problems especially where the police posts are located distance far.

2.5.3 The police Jamii

According to Tibasana (2001) these are distinguished competent and giant citizens who volunteer when consulted to help the police with no payment in return of their assistance. Furthermore, this was one among the police modern tactic intended at linking the public actively in being accountable for the safety of their area as far as the citizens are very key important actors in security matters. This again was a form of PPPs in security service delivery however the private men were collaborated voluntarily to assist in the provision of security service.

2.5.4 The private security company

According to Kettl (1993) the Private security service is gaining widespread adoption in the security service delivery across in the developed and less developed countries such as Tanzania. The use of private security such as registered security companies in

the delivery of security service has increasingly become an essential aspect in the contemporary social security in the community as can easily being opted by any community member.

As Mikouzai (2005) portrays that most of the central and local government considers the adoption of private security as a means to improve efficiency and performance in security service quality. This implies that the state and regional or district government achieve more efficiency and effectiveness in security service delivery through allowing the private actors into the security service provision.

Also according to Montreux Document (2009), in his article private security company (PSC) means a corporate entity in which could be firm, company or enterprise which provides security services to client on a compensatory basis. The services provided by such PSC includes exploration services, by physical persons and /or legal entities. Mieke (1943) urges that in developing and developed countries there are as many as can be observed of private security companies. These companies help in ensuring security service in big business centre's and householders. These companies employ many people to perform different functions related to security guards and information technology (IT), finance, records management, logistics as well as technical expertise.

Accordingly, these companies appear to help the government in reducing the burden of unemployment and ensure quality security service delivery to her people. The importance of private security companies in Tanzania has been acknowledged by several top officials through political speeches while other media seem challenging their importance in security dimensions.

Mwema (2009) came up as concluding that Tanzania public private partnership in the security field is taken as new achievement ever achieved in the security sector development in recently years. The counter challenge posed on this partnership is the sector being profit oriented. However, the role played by this sector in creating secured environment cannot be taken aside and justify reckoning. Also the private security stakeholders can make recognized involvement in the provision and security

efforts in a country. Likewise, the growing private security sector responding to the complex demands for the protection of people and property (Guardian News Paper of July 8th 2012)

2.5.5 The SUMA (JKT) Guard.

The most new form of PPPs in security field is implemented by National Service Army. The army has a new SUMA JKT (SECURITY GUARD) who has entered the security business recently with very innovative kind of partnership however under the control of the National Service Army. Their employees are those who have attended and passed the National Service and are taken from barracks and camps distinguished from civilian population. The SUMA JKT (SECURITY GUARD) collaborates with business partners who are in need of security service. The more trust which this newly company can overtake other PSCs is that ownership under the National Service Army. The clients will put more trust on this company and thus making this company prospers in the security industry. In Tanzania contexts the SUMA JKT (SECURITY GUARD) are seen in Airports, Banks, Automated Teller Machinery (ATMs), Filling stations and many of the private and public office.

2.6 The Model Guiding the Study

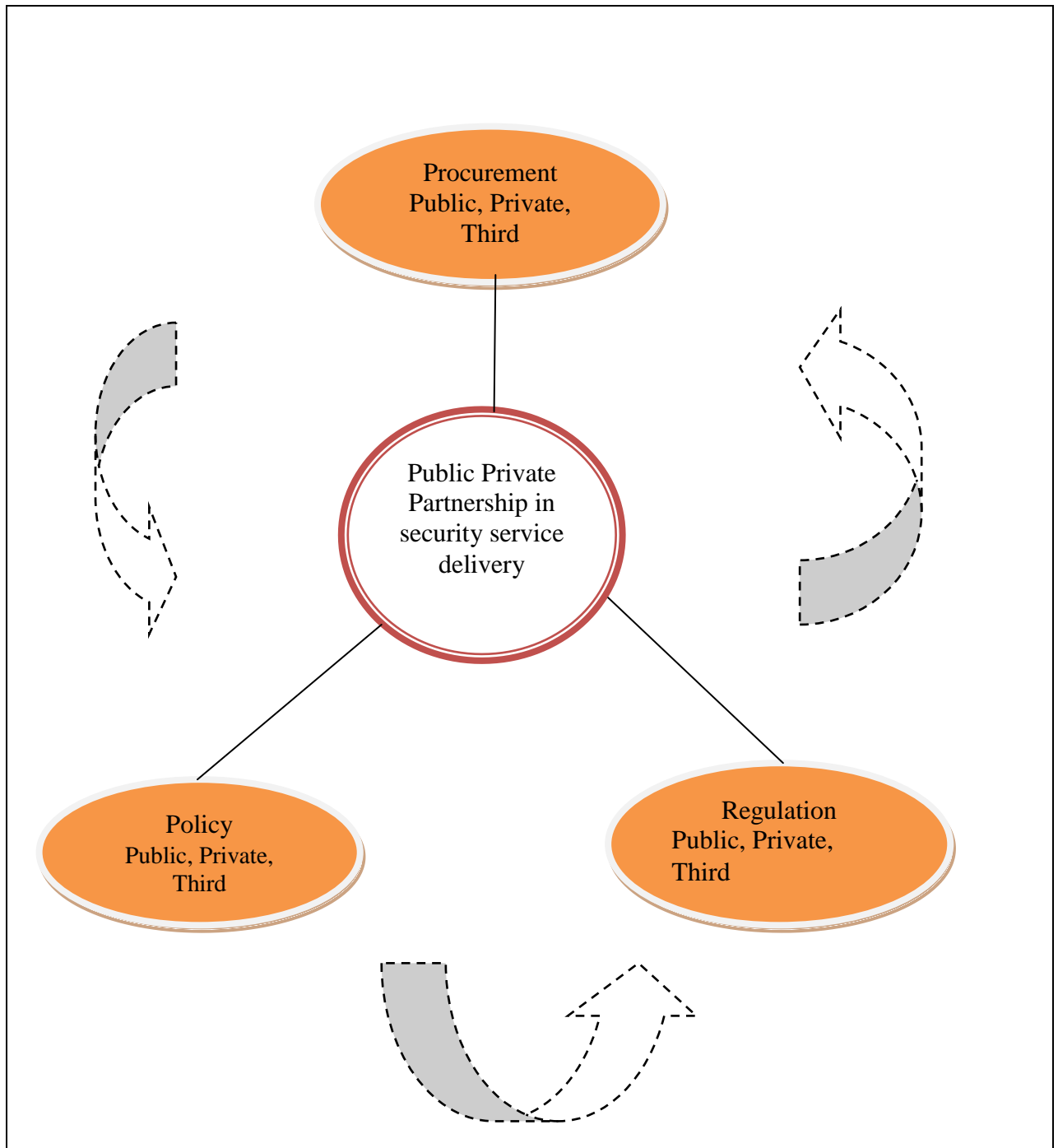
2.6.1 The joint Venture Model

According to Itika (2012) urges that in joint venture the public agency collaborates with the private agencies in the provision of public service. In this model both parties bare joint responsibility for the over whole delivery of the service package. The parties in this model are required to balance their interest, roles and risk involved in the partnership. This kind of PPPs distinguished from other collaboration demand more accountability mechanism, transparency in decision making, equitable costing and distribution of profit and risk. There are also typologies used in the realization of the service delivery provision. The best typology to fit the PPPs in security service delivery is Build-Own-Operate (BOO). In this typology the private agencies are given mandate to build structure, own the structure and operate however regulated by public authority.

The selected model and its typology of PPPs in security service delivery provision tally to the topic studied. The researcher interest was to assess the PPPs in security service delivery. The model above helped the researcher to conceptualize kind of PPPs entered in security service delivery and what typology fits the PPPs in the security field. The model and typology helped the researcher in framing foundation for assessing PPPs in security service delivery at regional level. The model requires appropriate defining of a particular procurement, policy implications, post service monitoring and evaluation.

Figure 2.1: Model for the structuring of PPP assessment

Adapted from Lo Turco, Celeste Cecilia Evaluation Model: 2009



2.7 Status of PPPs in Security Service Delivery in Tanzania

Most PPPs in Tanzania are being undertaken through the privatization programmed, and have mainly involved direct service delivery. New investments in physical infrastructure development on a PPP basis are low. A few exceptions are in the power and communications sectors, though there have been a limited success. PPPs implemented in Tanzania are concession agreements for running existing enterprises with limited provisions for rehabilitation and new investments.

Following adoption of liberalization policies, there have been an increased involvement of the private sector in investment and provision of services which previously were being provided by the Government. For example, in the case of services, PPPs have been implemented successfully by Faith Based Organizations (FBOs) in education, health and water sectors for many years. In the case of other sectors, the performance has been mixed largely due to the complexity of such undertakings and lack of clear guidelines on the criteria for public and private sector partnership.

The public private partnership in security service delivery in Tanzania is implemented through registered PSCs. The private security companies are mandatory prior to BRELA registration after police permit from the Inspector General of Police (IGP) has been surrendered. The operation of these PSCs is of countrywide where it is to operate at regional or district level their operations are coordinated under the Regional or District Police Commander (RPC and OCD). These commanders work together in ensuring regulation and control over PSCs with the security committees in their areas.

According to the National Security Council Act no 8 of 2010 of Tanzania, part III of this act specifies the establishment and composition of two security committees. These committees are the regional security committees and the district security committees. The composition and structure of these committees are therein articulated in article 8(2) of the same Act. However, for the purpose of this study the structure of the regional security committee is attached as annexes.

2.7.1 The Structure and Functions of the Regional Security Committee

According to the National Security Council Act No 8 of 2010 article 8(2) states that the regional security committee shall be composed of the regional commissioner, who shall be the chairman, the regional administrative secretary who shall be the secretary, the regional police commander, the commanding officer of the Tanzania peoples' Defense Forces Unit, the regional security officer, the regional immigration officer, the regional Militia Advisor and the regional prisons officer and in the case of Tanzania Zanzibar, the regional rehabilitation college officer.

Article 8(3) of the act specify that the regional security committee may invite any person to its meeting for the purpose of giving advice on any matter which is subject of consideration except that such person shall not have a right to vote and section (4) states where necessary the regional security committee may form a committee for the purpose of performing or undertaking a specific function or task on its behalf.

Article 9 of the same Act specifies the function of the regional security committee to be the following:-

- i. Receive and analyze security reports from the District Security Committees and defense and security organs and take appropriate action.
- ii. Prepare evaluation reports on defense and security situation in the region for submission to the relevant authorities within the region.
- iii. Plan, coordinate and give directions on the manner of dealing with emergencies such as disasters, famine, epidemics, floods and major accidents, incidents like serious crimes, cattle theft, land disputes, environmental degradation, robbery, sabotage, illegal immigrants, moral turpitude, illicit drugs including such other occurrences which are likely to endanger peace and tranquility to the public in the respective region.
- iv. Specify and identify social and administrative problems within the region which may endanger security and advise the relevant authority on appropriate measure or the proper course of action.

- v. Consider the application for citizenship and advice the minister responsible for citizenship.
- vi. Consider application for ownership of arms and explosive and make decision in accordance with the existing laws.
- vii. Evaluate and make follow-up on the status of strategic reserve levels of food, medicine and fuel and alert the relevant authorities for their actions and
- viii. Perform any other function as may be assigned to it by the relevant authority.

These functions of the regional security committee are prior to oversee each and everything happening in the region as far as security is concerned. This means the committee has got mandate to regulate all of the operations and the activities of the private security companies.

2.8 Security Services Experiences in Tanzania and Beyond

2.8.1 The Emergence of PPPs in Security service in the World

The American Society for Industrial Security (2009) reported that after the end of cold war, Private Military Companies, Private Security Companies, and contractors in business related sectors have played a growing role in the areas of defense, homeland security, and humanitarian reconstruction. At land and sea, these types of firms have also been engaged in raising and maintaining certain levels of security in the unstable but economically important areas of the world.

This implies that most of the business sector in America achieved advancement in areas of defense and security prior to secure their activities. These business sectors did not depend much from public security. The private security became predominant in the country hence rise of the need in partnership in security service delivery in America.

The ongoing global instability since the terrorist attacks of 9/11 fosters a huge demand for private military and security services in such areas as counter terrorism

and strategic law enforcement. Since the beginning of the century, PMCs and PSCs have further played critical roles in the fight against drug trafficking and global organized crime, (Hans *et al.*, 2007)

Generally, the protection of life and property is an age-old need of human beings. Throughout the ages, territoriality and personal interest played an important role in the protection of life and property. The historical development of private security throughout the world displays a colorful history - from ancient to modern times. The birth of modern policing originated as a result of private security during the beginning of the 19th century. Since then, private security developed into a formidable entity - to such an extent the private security surpassed public policing since the beginning of the seventies in America (Richards & Smith, 2007).

Furthermore, according to Kettle (1993) argued that the public –sector joint venture and collaboration ideas in security service delivery came slowly and developed from many and various distinguished ideas, such that transfer of public service and properties to private , policy framework and PPPs. In fact this cooperation has variation accordingly. Almost two decades ago within 21st century first witnessed developed self-trust on neo-liberal privatization and market-type memorandum of understanding, which were also introduced to the transitional and developing countries.

Savas (1987) came to conclude that although the main aim of private security companies was to generate profit, however the demand of these companies increased as the crime rate increased. These demands also have been experienced in European countries and America where private security companies used to deal with petty criminal acts as well as major crimes such as drug trafficking and other organized crimes.

Gill and Hart, (2009) highlighted that various government policies reforms escorted to the growth of many economic institutions. This institution has widened the income gap in the community. The disintegrated community solidarity necessitated the protection need from the government. This institutional security demand was left

unsettled as the result of privatization of government security services. The state security role was put aside at this juncture and it is believed that in this scenario one among the proof of the failure of state in security service delivery and private security took chance.

According to the 2003 appraisal by the FRBNY it was noticed that government spending on homeland security accounted for the total amount of one tenth of the national defense budget. This assessment recommended the financial implications of adding security expenses could however be definitely diminished where also could not have common impacts on the financial integrity on the government or economic productivity through employing private actors in the security industry.

To link up from that expenditure, assuming that private actors were to multiply by two of their security efforts, yet the study estimated the multiplier impact of direct security costs could be only 0.66% equivalent to 72% of the 2003 country GDP. Also such doubling of efforts would only reduce the workers output level by about 1.12%. The testimony from the study observed two variable cautions, first the conclusion does not tell the financial implications of the 11 September attack should be unavoidable rather the findings focused deliberately on the economic impacts of the spending implemented ready to prevent for any attack in the future. Secondly, the findings do not show that the homeland security is unnecessary.

The price tag advantage review was the centre of gravity of the study. The advantages of country internal security are even more difficult to evaluate. The most simple and easy for someone to understand how difficult it is when somebody fails to evaluate or proof on how many terrorists attack can be reduced in case of any increased security measures or budget, or if that when such events take place to what extent can be reduced by adding security expenditure.

Also Mieke (1943) comments clearly that, it is easier said than done to measure the importance and contribution of the security programmes in creating safer environment, unless such programmes are assessed as insurance as opposed to loss

from terrorist attack. The absence of attack shall proof the magnitude of the insurance however the advantages of stopping occurrence might not be positive.

However, Brunet (2008) comments that, totally absence of insecurity events is prior to the real usefulness of the security expenditure. If not prioritized such expenditure won't defend for any of security threat, bad nevertheless it can reroute focus and capital from the valid intention.

Nonetheless, provided absolutely minimal budget of anticipation in comparison with the expense of collapse, supporters of country security argues that despite of the fact that it should prevent only one threat for some years yet the return on the security spending would be more than acceptable outlays. Furthermore, expenditure responds to the coverage politically from counter challenges of officials and managements. In surprise the same liberal foundation is not practical to the spending uprooting the root genesis of terrorism that is universal social economic inequality.

The US government expenditure in security has been reduced by shifting either total or part of her cost to private service providers. This transfer is commonly and simply known as privatization. The private security spending minimizes the financial burden of security in which such government spending is transferred to other economic activities and boosts the country GDP. However, the way the US strategy to maintain the enlarged outlay of home protection to lowest amount unfavorable economic impact is through the voodoo magic of input-output econometrics. In that means still the budget of US on security services is too high and increasing every year.

According to Bernard (2005) believes that when public security budget is transferred to private stakeholders by means of privatization, that means the same prior public security budget is effected too in a growth industry. Thus, by the principle of econometrics, avoiding loss from coercion to home security is an input, and security costs becomes an output that adds to GDP and produce little adverse impact on the economy as a whole, although the price is systemic inequality of protection. Further, econometric scrutiny overlooks the reality that if the need for security is reduced, the output could have been directed toward more positive uses. For example the United

States pharmaceutical industry was given motivation by the US government reflecting agreement in the US parliament after the 11 September incidents. The motivation demanded to increase drugs for terrorism-related infirmity and also together with safeguarding from regular product accountability and proposals to enlarge rights on medication unrelated to homeland security. This decision reduced the spending of government research, but however the price of drugs rose generally by delaying the entrance of general drugs that are cheaper than trade name drugs (Lacity *et al.*, 2004).

2.8.2 The development of PPPs in Security Service in Tanzania

In number of the developing country along East Africa, the numbers of PSCs have been rising. This increasing tendency is evident also in Tanzania. Since 19th and 20th centuries police activities experienced drastic changes like; models of operation, technological advancement, changes in administration and regulatory frameworks and community policing. Due to these changes many stakeholders supported government's efforts of maintaining security and peace by establishing private security companies (Richards and Smith, 2007)

According to John, (2009) urges that it appears the regional and district administration have very little understanding on community expectations with the public private partnership as far as security service delivery is concerned. Private security stakeholders are very important entities in making security matters succeed in Tanzania however the regional and district administration should be in charge of the security matters in the areas through their respective defense and security committee.

According to this scholar, such partnership does not necessarily take off the role played by the regional and district administration in ensuring security in their jurisdiction manifested by their Defense and security Committees

Poor performance of private security companies is detrimental to the success of security organs particularly the police force as they work together in the process of maintaining peace and security in the society. Private security companies play a vital

role in employment creation since they employ a good number of people in their effort of providing quality security services in the society but they need to be monitored and regulated (former IGP, Saidi Mwema 2009).

Thus Savas (2005) various governments have initiated a change or amendments of laws and policies so as to cope with this development. These amendments has enabled various either Central or LGAs in the world to achieve the option of allowing the private security actors to work as peers with public security organs to deliver security service and by so doing it appears new form of PPPs in the security service delivery.

Under the New Public Management and pressure from SAPs has normalized the trend of using private-sector possessions for fulfilling public goals and this is by no means a new observable fact in the ground of communal management, neither in developed nor developing countries. Constantly changing, however, and occasionally rediscovered are the understanding and concepts of what exactly constitutes public-private cooperation, what this cooperation should aim at and what kind of results are to be expected to arise from the cooperation.

The public private partnership in security can however be seen as privatization of the security service delivery. This partnership and the activities of Private security in either region or district are prior to control of the regional and district government.

The synergy in this kind of modern partnership in many countries in the world including Tanzania does not leave the state aside. The influence of the state in private security operation is of paramount. In Tanzania context the private security operation are collaborating with state affairs from the nation level ending to the community level. The security committees in Tanzania has mandate to oversee the partnership ensuring the security industry is not jeopardized.

2.9 Monitoring and Regulation of Security Service under PPPs

Currently there exists a lack of a comprehensive definition of monitoring arrangements of public private partnership security in the literature however for the

purpose of this study the definition adopted by Lourdes Sada (2007) seems to be fit; Monitoring is the regular observation and recording of activities taking place in a project or programs. It is a process of routinely gathering information on all aspects of the project.

To monitor is to check on how project activities are progressing. It is observation based systematic and purposeful observation. Monitoring also involves giving feedback about the progress of the project to the donors, implementers and beneficiaries of the project. Reporting enables the gathered information to be used in making decisions for improving project performance.

Monitoring is very important in project planning and implementation as far as it is like watching where you are going while riding a bicycle; you can adjust as you go along and ensure that you are on the right track.

Lipson (1988) portrays that the derivation of the private security came first even before public security as far as private security according to this scholar started immediately when man began to bring under control animals and own properties. In this epoch the private security started in which such men have had to protect their belongings through the use of dogs however further more as the result of the rise of trade and nations, public security acquired dominance thus military and police were raised to keep law and order as well to secure the safety of the ruler. However, distinguished from 20th century the private security as very divergent industry re-emerged of which the author believes was the outcome of the Second World War and call of the pressure from supergiant world under the umbrella of WB and IMF through SAPs on reduction of governments spending on social services in the developing countries.

Sabelo (2008) comments that majority of the African countries have had economized their armed forces as a way to execute the conditionality of the SAP which *inter alia* demands third world countries to reduce spending much in provision of social services through allowing private actors in the economy. This scholar further portray that the move of downsizing armies in Africa comes as result

of the security sector being sorted by SAPs as a big spender of tax payers' money and donor funds.

Therefore, much need to include private sectors in the form of PPPs came as new public Management skills to improve security service. At last this scholar affirms the need of private security industry, but it must be effectively controlled and regulated for the betterment of human security. However, the tendency of allowing external forces to shape security of the country is of most dangerous in security service as far as they might have double aim and something bad the SAPs demanded on downsizing the country armies and police.

Furthermore, Sabelo (2008) in one of his policy paper written under the auspices of the African union but the author does not recognize much on PSCs and PMCs separately, yet his work has contributed matrix approach in the regulatory scheme. Therefore PSCs which is centre of this study has not received much fair treatment in Sabelo's work however something to draw attention from his work is regulatory and need for monitoring arrangements of the security industry when PSCs get in move.

According to Alemika (2009) he portrays that the development of private actors in the security field of does not pledge the failure of the state security organs rather the economic liberalization which have had complimented the need for private policing and such partnership is seen as appropriate and efficient.

On the other hand, Brooks (2005) argues that one among the indicator of the failing state is when it lacks reliable internal security and actually according to him that is a problem and his comments is evident in Tanzania. The Partnership in security service delivery does not mean the state internal security is worse rather is new approach of getting public service done through the use of private efforts and funding.

Mkutu and Sabala (2007) reached a conclusion that when the government is providing security service to her citizens, normally the service is uniform and equally to all citizens regardless of their distinguished levels of income. The exceptional quality sometime is not entertained, and government may not be able to secure or

bridge the gap using her security architecture in all economic sectors and in this way the security gap is created, such gap stand need and is filled by the private security company. However, when this scholar conceptualize that private security are more technical they are wrong what makes really that is financial incapacity as far as the government has a lot to do with budget constraint.

Accordingly Florence Wangui Gatoto *et al.* (2015) argued that currently in Kenya there is no specific government oversight body to regulate the private security industry, consequently there are over 2000 security companies operating in Kenya among which only approximately 30 PSCs are members of the KSIA. Therefore, this means that majority fall outside the ambit of the industry self-regulation mechanisms thus most of them they operate illegally as far as they are not registered with the government authorities.

The consequence many companies pay little attention to service standards from which to bridge the gap KSIA was formed by companies in need to comply with the set standards which are drawn from the Kenyans legal framework (KSIA, 2005)

Chesterman and Lehnard (2007) accepts that there is many advantages and importance of public private partnership in the security field, however they warn and give alert on putting stress on monitoring arrangement of such partnership. These scholars further suggests three ways which can be used to monitor and regulate the security partnership whereby the first way is by framing specific laws of the industry through the parliament and designates regulatory powers in a respective body. The second is to obligate the industry to have a 'Centralized' association of all private security actors with specific rules adopted by all members which will be self-regulation approach) and finally is by having International convention and/ or a code of conduct governing transnational activities of PMSCs.

Minnaar (1999) argues that for any country to enjoy public private partnership in security service delivery is prior to take into body proper monitoring arrangements and define responsibilities of every stakeholder involved in the partnership, despite the author has written in the area of policing cooperation between police and private

security companies in the south African model, yet his work plays big role in the monitoring arrangements inputs in security service.

The author portrays that in South Africa the NCPS provides for partnership between the public and private actors under the schedule of ecological plan and preservation. He points out that the private actors and BAC have tabled a partnership proposal before the SAPS and SOB to allow PSCs to transport prisoners, to serve summonses, to exchange information on crimes with the public actors, to monitor adherence of bail conditions and also private security officers to be declared as peace officers and selected as component of the police set aside strength.

The author explores unresolved aspects that prevents private –public partnership in policing namely as divided loyalty , inadequate firearms control, possible misuse of crime information, corruption, involvement in crimes by guards, uniform wearing, poor training of security personnel, poor flow of information, payment for services and so like. At end he concludes by suggesting an effective regulation and review of the law for a meaningful partnership to be realized.

Overman (1988) urges notwithstanding the public private partnership in security service delivery is an important and improves security service quality yet there is need of getting eye look upon selection of personnel in the security industry. The scholar point out that it has been very rare especially in America for private protection company to take into account and consideration in the hiring process and at last he concludes that lack of proper follow up and poor keeping of records as major reason.

At finally the author put forward there should be proper genetic and biological screenings, background investigation and effective scrutiny of criminal records and employment history of prospective employees. This might verily be true in the context of Tanzania as people with bad criminal or employee's records may be hired as private security guards by PSCs.

Loader (1977) defends the thinking of security service delivery is always a free demanded good distinguished from the tradable commodity, in which in that sagacity

the author warns on the danger of private policing as it may lead the society to social divisions. That instead of getting the service equally and freely to all citizens the financial variation will determine its dimensions and kind of security service.

Caparini *et al.* (2007) in their paper titled *regulating private security in Europe (status and prospects)* have had analyzed the monitoring and regulation of the PSCs however in European context. The authors have portrayed the importance of public private partnership in security service delivery in the community nevertheless the scholars comments the government need to stress on what are the responsibility and task of the PSCs played within the community, nature of collaboration between PSCs and public police, control and accountability of PSCs, Licensing of PSCs personnel, selection, recruitment and firearms of PSCs personnel, search and seizure powers of employees of PSCs. Therefore, some of the listed aspects above have been addressed in this study but in the Tanzania context.

Furthermore, Bjork and Jones (2005) concluded that the use of PSCs in the context of reconstructing Iraq really these authors portrays on the way it affected humanitarian efforts and intensified conflicts. These scholars argues that NGOs and PSCs working as the private sector need to distance themselves from military campaigns to limit the violent consequences of negative perception which might be translated PSCs activities as militarizing rather than policing.

Therefore there is a need to rethink and assess the arrangements of public private partnership in security service delivery in the regional level. The main drive of the state or government getting into partnership in the security service won't be achieved if the government will fail to put proper arrangements to monitor the partnership.

2.9.1 Empirical Studies

2.9.2 Private Actors and Enhancement of Security – Global Experience

Gill and Hart (2009) urges that the PSI is a vital element of defense and safety in the world. Today, PSCs are accountable not only for the defending of several national

organization and serious communications network, but also for the defense of rational possessions and insightful commercial vicinity of the world.

Also many manufacturing sector depend greatly on private security for extensive variety of their functions together with protecting workers and belongings, conducting exploration, performing pre-employment screening, providing information technology security, and many other functions.

The universal number of services provided by PSCs is enough evidence of the crucial role played by these companies in enhancing security globally. The role played by these companies is also the way of filling the gap left by public security. The task of trucking the terrorist incidents which takes place in the world every now and then, the introduction of security companies is considered as a very important tool towards the enhancement of security in the society. This can be proven by reviewing the experience from different areas of the world as follows.

According to Bureau of Labor Statistics (BLS) of 2009 it shows many countries in the world today are performing public private partnership in security services provision. In this era public companies/ industry that were customarily protected by the public armed forces and the police force are now under secured by private security companies. This is implementation of SAPs conditionality of reducing public sector and responding to the nature warfare reforms.

Theoretically this new model in security service provision has influenced the state and her institutions working hard in other critical issues while transferring other responsibility to private actors. for instance according to CESS (1999) it is estimated that more than 500,000 security men got employed by almost 10,000 private security companies in Europe the number which ought have been increasing as response to the expansion of European union and increased need of security service.

ASIS Foundation (2009) has shown that the numbers of police force employed in European states are defeated by more than 200,000 private security men employed in South Eastern Europe. The private security companies' budgets covering their

activities exceed those public law enforcement agencies budget in many states in the world. These states to mention few are Israel, the UK, US, and South Africa

Although few studies have been conducted in this field, yet available studies proofs beyond reasonable doubt by suggesting that ongoing move towards development of security provision by non-state actors is common throughout the world and it has responded and assured security service to clients (ASIS Foundation, 2009).

The conceptualized ideas of supply and demand varying from constant accessibility of human resources in some states guide to a downsizing of their defense armed forces, to the constant insecurity and poor excellence of policing in many countries materialize to be pouring this tendency.

2.9.2.1 PSCs under PPPs South Africa Experience

There are many efforts taken by South Africa country in their state long history to advance monitoring and regulatory scheme to PSI. These attempts were influenced by number of factors distinguished from only one of her development advancement and good strategies in national policing service. The other influence was the doubt raised on the PSI configured with less prior procedures along the country and this necessitated the need for the PSCs to be regulated. In the mid-1990s the South African government had fear with the activities of the private actors. This fear started in 1994s where the private security actors were seen guarding very national key areas. Also the security industry employed the former South African armed forces members though at management level, yet the government had fear of destabilized the security of the country and more specific when employed highly trained and allowed legally armed.

As Minnaar and Ngoveni (2004) highlighted that the trend of including south African armed forces in the private security industry affected the south African police service (SAPs) in human capital. In this way the SAPs was incapable and ineffective in the security service. The presence of PSI in South Africa had vital role in occupying the gap in security service and assured the community with security service they wanted distinguished from reducing the continued crime levels.

Furthermore, these scholars argued that poor police service in South Africa was not caused by poor recruitment rather due to the increase of the South African police turnover. There were as many as much police men who were exiting the police cadre and joined private security industry. For example in 1995 about 146,000 left SAPs which was later on the government controlled and in 2002 dropped about 123,000 left (Minnaar and Ngoveni, 2004.pg 42)

Findings from the study conducted by Anthony (1996) revealed that the South Africa PSI is regulated by the Private Security Industry Regulatory Authority Act (PSIRAA) No 56 of 2001. This is new legal framework regulating the South Africa private security sector. This legislation has some weakness one of them being the failure to stress on actual private policing actions and specifying which body is in charge of monitoring the country rather concentrating on inspectorate and complaints line which only address on working environment and labor problems as well as service problems.

According to Albert (2004) commented that to date there is no independent institute to address the South Africa private security industry issues. These institutes could be like independent complaints Directorate (ICD) that could be regulating the behavior and restricts bad conduct of SAPs as well as min police branches.

The lack of regulatory framework raised number of unsettled questions among scholars. These scholars got confused on the way regulation of private or non-state security services basing at hierarch of accountability, ultimate authority over actions like fire arms monitoring and firing events, the mandate to detain and capture proof and to whom these private companies' personnel are ultimately accountable, should it be to customer, the corporation manager or the management or the monitoring body (Reynolds, 2003).

Furthermore, according to Badenhorst (2007) the circumstances are bit not easy and crate many misunderstanding and questions. This is just simply by the absence of roles determination as distinguished from Uganda where all of the stakeholders involved in the industry understands their roles and obligation, precisely is there any

need for literal security services offered by the PSCs to be institutionalized and monitored?, and if that what about the crime control privatized?, covering security villages and fenced neighborhood.

Irish (1999) concludes that in South Africa there is misunderstanding on which covers private policing. The historical development of PSCs in the country, their growth and magnitude in the post 1994s shows how PSCs got into move and the scholar has showed clearly where and how the sector entered and killed public security service providers. However, the scholar warns for very serious control and monitoring first of all there is a need of understanding what is private policing.

This scholar has shown how the sector is monitored in the South Africa context. The current legislation code of Ethics and drawback complications especially in implementation of regulatory framework and the provision of South Africa regulatory Authority faces many challenges in carrying out its work.

He further looks at the global demands for monitoring the public private partnership in security service delivery. At last this scholar developed a model focused on the principle of PPPs in security service delivery. The model could be used to bridge the existing gap of no monitoring over all private security activities.

Minnaar (2004) concluded that there is a need of regulating public private partnership in security service provision. He further insisted on the vital importance of collaboration, cooperation and sharing of resources among the partners in the security service delivery. The more the cooperation the more the security service shall be achieved smoothly.

Sabelo (2007) argued that the South Africa police services (SAPs) have been cooperating with the private security organization in various areas. The areas of cooperation according to Sabelo are security information, environmental preservation programmes. This collaboration is reflected in the fixed policy guidelines of South Africa.

In South Africa, business preset policy guidelines direct on how these joint ventures would be formed. Among the guidelines which were proposed and implemented by business fixed policy guidelines in South Africa include having a strong intervention that ensures effective community crime prevention. Due to this programme, the rate of crime has to some extent decreased as opposed to a few years back where crime incidences endangered the lives of South African citizen together with destruction of their properties.

As Bernard (2005) puts it, the system which has been introduced and adopted to reduce crime in the country and enhance security in South Africa societies is the programme in which communities in South Africa republic are involving directly in assuming accountability for offense prevention in their own neighborhood. Such involvements include the restricted programs which mobilize a series of attention group to tackle crime anticipation on towns or cities root.

2.9.2.2 PSCs under PPPs - East Africa Experience

Mieke G. (2003) a researcher of an institute of security studies based at Democratic Republic of Congo (DRC) in his study on private security in DRC concluded that along East Africa and Great lakes Zone the private security companies have had become very important elements in national security arrangements, and really it assume many of the functions that have conventionally undertaken by the state agencies in all countries. Given the centrality of control on the use of coercive force to the operations and identity of modern states and the international order, these developments are clearly of great importance and towards the enhancement of people's security in the region.

A report on private and public security in Uganda by the researcher for the South African-based Institute of Security Studies (ISS), Kirundi, (2008) in his study he noted that despite the police force being charged principally with maintaining security, prevention and detection of crime the author concluded that there is need for the Ugandan police in public private partnership in security epoch not to stay

aside rather review the operations of the PSCs so as to measure their efficiency and capability in enhancing security in the community.

According to this study and review the author recommended that such needful review must be made and conducted through inspection on the equipment, guarding systems as well as security ethics of the PSCs as the way of improvise security service in the country. These programs are aimed at identifying companies which underperform and remove them from the list of PSCs offering security services in Uganda (Kirundi, 2008)

Mr. Gumedze and fellow ISS researcher Deane-Peter Baker pointed out that, in Kenya the services offered by private security companies range from the classical physical protection of private and public properties, close protection of VIP's, safeguarding properties of strategic importance and security for sports and music events.

Also the people of Kenya believe that this expanding service of the private security industry contributes towards a safer environment in Kenya. The presence of PSCs on the ground directly and indirectly assists the law enforcement authorities in preserving safety and security in different parts of Kenya including rural and urban areas. Therefore, the security vacuum which once existed has been covered by private security companies.

In Tanzania, public security and policing services are provided by the Tanzania Police Force and the TISS. These organs are responsible for keeping peace in the society and assure the people of safe environment. In order to improve security in the society in Tanzania, Tanzanian police force work hand in hand with the private security companies to provide security in the country. The number of private security companies in Tanzania has been increasing day after day.

According to the Dar es Salaam Deputy Commissioner of Police Suleiman Kova there are fewer than 1 million police officers in the country and that private security guards are filling the gap. "We can no longer work in isolation. The total number of private guards in the country is up to 1.2 million, as opposed to less than 1 million

police officers”. “Private guards have been instrumental in maintaining security and now we have decided to give them police-like training”. Private guards have to attend a six-month training camp managed by the police.

The training will cost 600,000 shillings (\$380) per guard, with the cost split between the private firms and the police. He said 10 companies have committed to taking part in the programme and 50,000 security guards participated in the first training session February 15th.2013 (The Guardian. July 8th 2012).

Police are collaborating with private guards to offer security services to an important government buildings and high-profile institutions such as the Bank of Tanzania, bureau de change (currency exchanges), ministry offices and various companies, Kova said, “it is unwise to neglect private security officers and fail to assist them to ensure that they abide by the same standards as the state police”.

In Sept 15th, 2013 through the Guardian News Paper, the former Minister for Home Affairs Emmanuel Nchimbi said that through public-private partnership, Tanzania has embraced private guards as important partners in maintaining security. "Private guards are now stationed almost everywhere." "Whenever any incident [of theft] occurs, they respond immediately, and with the police backup, bandits know they have nowhere to hide hence the country is safer." Public Private Partnership (PPP) programmes implemented by the community police officers has been successful. The community officers who act as ranked auxiliary police charged with maintaining law and order in residential areas.

The success realized under this scheme (PPP) inspired the government to expand the programme and train private guards to meet police training standards. However, Lazaro Mambosasa, Assistant Commissioner of Police, on 14th October 2013 pointed out that, the programme (PPP) aimed at ensuring that all registered security companies are instrumental in maintaining security,” he warned firms to be committed to their responsibilities by ensuring safety of their clients and their properties, and that their security personnel do not engage in criminal acts.” The Assistant Commissioner said further that Tanzania has embraced private security

companies as important partners and that is why the government recognizes their significance but warned that incompetency and crime will not be tolerated.

2.9.2.3 Importance of Regulation PPPs in Security Service Delivery

Richards and Smith (2007) argued that PSCs have a great role to play in the security sector. When regulated and accountable, the private security industry can make a valuable contribution to security provision. However, the activities of an uncontrolled or poorly regulated private security industry can present unique governance problems, and in post conflict states can inhibit peace building and development,

Sabelo (2008) points out further that the need of having regulation is fundamental in the operation of PSCs. All states should develop a mechanism of regulating the private security sector and its relationship with state security providers, the regulation has to consider the Licensing, Legislation, a system of industry self-regulation such as voluntary codes of conduct should be encouraged. PSCs are committed to professional and transparent service delivery, and that training regimes for PSC staff are created and overseen by the state and licensing is dependent on completion of such training, there ought to be similar regulatory frameworks at the regional and international level.

Richards and Smith (2007) these scholars has shown prevailing obstacle to reform include the potential to create a security vacuum in PSCs absence, lack of distinction between the responsibilities of the state and non-state security actors, and agreements drawn up with governments that protect PSC employees from prosecution, which thus weaken the rule of law.

Many States have responded to the growth of the PSCs industry by enacting legislation to regulate it. The nature and effectiveness of the regulation has varied considerably between states, with some investigating or promoting changes to the existing controls. Some states have also sought to integrate PSCs more effectively in the provision of crime prevention and community safety services through formal measures such as obligations to participate in the response to emergencies,

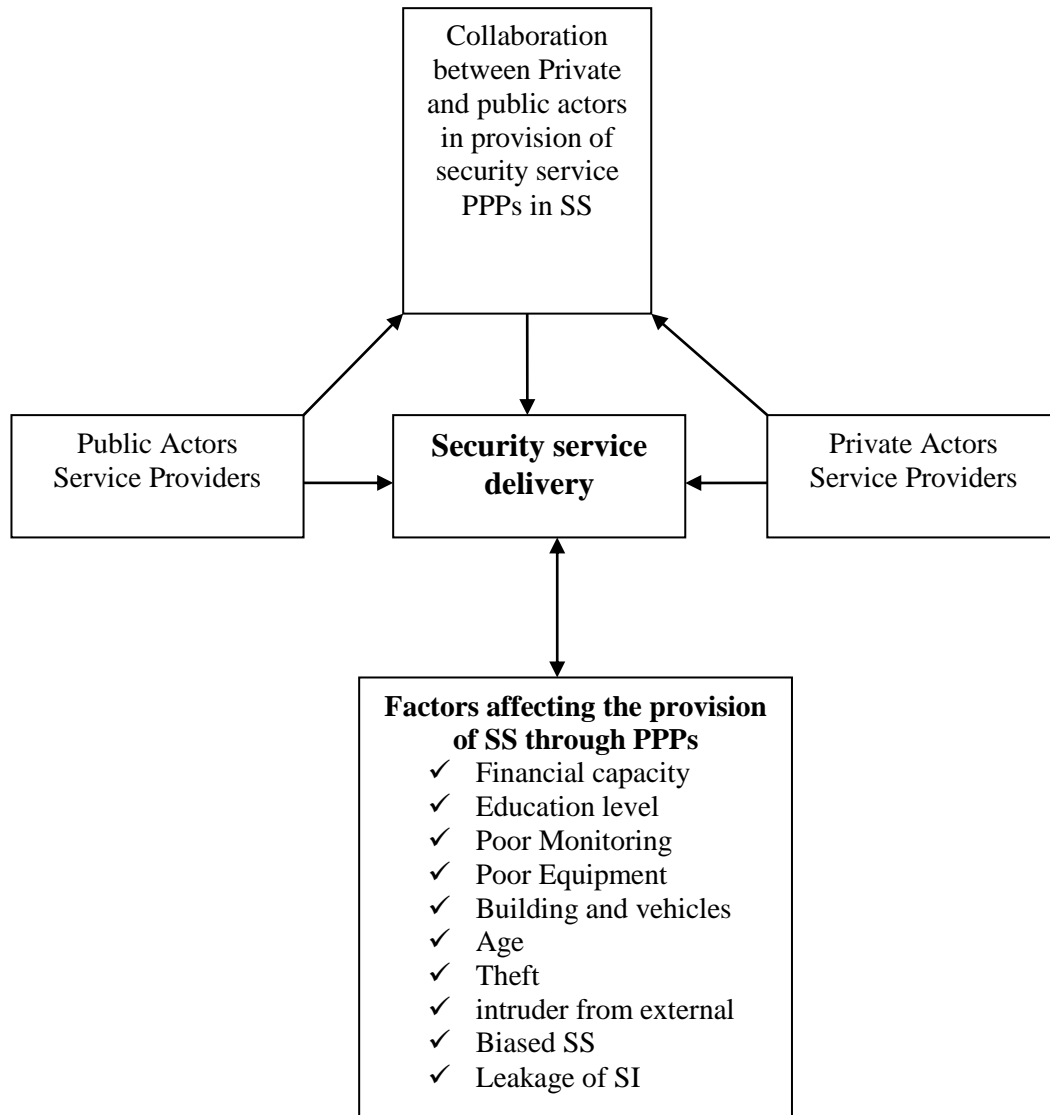
cooperating with law enforcement personnel, sharing of information and in some states certain personnel have been given special legal powers (*ibid*).

2.10 Conceptual Framework

The conceptual framework should assist a researcher to organize his/her thinking and complete an investigation successfully; it should explain the relationships among interlinked concepts. It explains the possible connections between the variables and answers the why questions. To find out effective one's conceptual framework is one should analyze whether the set objectives have been addressed (Smyth, 2004)

The frame work of this study suggests that private security companies play a very big role in enhancing security in the society however there is much dependence from number of factors including monitoring arrangements at Regional Administration level. The RA has the obligation of service provision to the people including security which is initially implemented via police force and other arms stakeholders. The effective security service delivery through PPPs can be achieved if and only if there is strong legal framework to control and monitor these companies, ARA play vital role in Management, the private actors and their roles are clearly known, how to enter into collaboration have been well stipulated, reviewed factors affecting the security service through the PPPs, PPPs models used otherwise it will cause tremendous effects to the community security and ARD&SC security expectations.

Figure 2.2: Conceptual Framework



Source: Researcher's own construct (2017)

From the above perspectives it shows how the independent variables have tremendous impact to dependent variable of which dependent variable is security service delivery.

The framework above shows that the dependent variables have neither direct or indirect nor positive or negative impact on independent variable. The security service delivery being the dependent variable that means its performance depend much from

the nature of public and private actors collaboration in the security service delivery. The concept behind is that to get good or bad security service delivery at the National or regional level under PPPs depend much on effective and efficient collaboration between public and private actors. The PPPs in security field always focus at improving security service delivery distinguished from when the security service was under the government; however the partnership in the security field is prior to regulatory framework so as to ensure smooth security service delivery provision. This will help on side of minimizing effect to the security industry of the country.

The government at national and regional level ought to stress in the factors to be taken into body when addressing the security issues through PPPs. The more the factors analyzed by the researcher above are put in government finger tips the more the efficient and good security service delivery will be observed in the community. This has been developed by the researcher to keep him in track avoiding going out of the track while taking study.

Table 2.1: Operationalization of variables

Variable	Indicator	Measurement
Independent variable Performance Administration and Mgt Role	Roles of ARA in security matters Roles of RD&SC in security service	The influence of the Regional Government in PPPs in security delivery The participation of all RD&SC members per in close supervision of PPPs in security service delivery
Independent variable Collaboration btn PA and PA	The Private actors working together with public actors in security The PSCs priority call for assistance to the public security organs	The participation of PSCs and Police force in CIT security service The Connections of the PSCs Car stations and control Room with the Police Patrols
Independent variable contribution of private actors in security service	Installation of the PSCs in the Financial institutions and business centers	The spread of configuration and activities of PSC in economic development areas and in government institutions
Independent Variable Factors affecting provision of SS through PPPS	Age of the PSCs employees, contract of Employment, Lack of integrity, Training and Biased to financial capacity	The age variation of the PSCs employees, employment contract duration, robbery events along areas monitored by PSCs, security skill application and dimension of the service in the community
Independent variable Legal and Monitoring arrangement	Legislations/policies and by-laws on security Monitoring arrangements of PPPs in security service delivery	Compliances of legislations/policies and by-laws on security service delivery issues The PPPs in security service delivery monitoring by the RD & SC, and non ultra vires acting of the PSCs

Source: Researcher own construction (2017)

2.11 Literature Synthesis

The analysis of the literature review from empirical studies on public private partnership in security service delivery shows that, most of the scholars have written on the importance of the private actors in security service delivery within community and the need of cooperating with all actors in the security service delivery.

Mieke (1943) wrote on the need and advantages of the PSCs in terms of providing security service to the community, reducing government budget and creating employment to country youth. There are yet few studies done in Tanzania context conceptualizing the assessment of PPPs in security service delivery.

Despite the fact that the government option to encourage Partnership in security industry was really good, however there stands a need to investigate on how the government baring in her mind security is centre of gravity of the country, monitors such PPPs in security service delivery. There stand a need to study compressively the nature and the outcome of the PPPs in security at least to come up with recommendations on what should be done to make all security matters of the country rely on the right truck. Therefore, this study outlasting from such literature gap intended to assess the Public private partnership in security service delivery at regional level.

In this chapter a researcher has presented an overview and different perceptions of other scholars toward the PPPs and PSCs in general. Globally, a researcher has presented the concept PPPs in details. Also an overview and positive perception towards the role played by PSCs, various cases have been presented to show the importance of PSCs in the security.

In addition a researcher has narrowed the presentation to show the South Africa, East Africa and great lakes countries experience where the case of Uganda, DRC, Kenya and Tanzania has been referred. In realizing the necessity of having the regulatory framework for smooth and control over the operation of PSCs and the need of PPPs a researcher reviewed the literature on the importance of regulation to PSCs in security sector and the PPP for strong bond creation.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The procedural and methodological part which the researcher used in the whole process of the study is presented in this chapter. The coverage of this chapter is introduction, approach of the study, design of the study, study area, population and design of sampling, the data types as well as sources of information, issues of validity and information analysis techniques together with ethical consideration.

3.2 Area of the Study

This study was carried out in Arusha Region. This region is located northern part of Tanzania bordered with Kenya in North, Kilimanjaro region in the East, Mara region in the west and Manyara region in South. This region is composed of six districts that are Arusha, Arumeru, Karatu, Monduli, Ngorongoro and Longido. The region was selected for the study due to the fact that it is one among the big city in Tanzania also called “The Geneva of Africa” with a lot of economic activities to any other region. This region has various tourism attractions and good weather climatic condition which has resulted into a big number of tourism activities in the region, business investors from internal and external countries particularly Kenya, the big population resulting from Tanzanite mining located at Mererani -Simanjiro and Kilimanjaro International Airport. Despite of the fact that Tanzanite mining is not located at Arusha region yet the big number of people employed in Tanzanite mining stay in Arusha city.

Also Arusha is the head quarter of East African Community (EAC) and branch of the United Nation Tribunal Court (UNTC) is located in Arusha. These important characteristics of the region make security service at Arusha city critically important. Furthermore, numerous private security companies’ branches are operating in Arusha region due to the fact that security demands in the region are high. These private security companies work together with public security organs in form of PPPs. The

factors revealed above from Arusha region influenced the researcher to conduct this study to assess the PPPs in security service delivery in Arusha regional level.

3.3 Research Paradigm

Inner ideology of positivism and actually is the model in this study which a researcher has used is ‘scientific’ perception when observing community manners with the purpose of making scrutiny likely.

Modern scholars like Bryman and Bell (2007) warn the tendency of believing positivism and science however are synonymous concept. Drawing line between positivist philosophy and a scientific approach, the scholar underscores in some situations where an inductive strategy is obvious within positivist study, through “knowledge arrived at through the gathering of facts that provide the basis of laws”.

Also Babbie (2005) Nonetheless, study focused on a positivist thinking have a propensity to be based on deductive theorizing, where many of propositions are produced for testing, with empirical authentication then sought. Therefore this study was driven by critical deductive analysis from the collected informations prior to assumption offered comprehensively and tested for data quality.

3.4 Research design

This study adopted a case study design. According to Kombo and Tromp (2006) the case study offers an in-depth and extent findings analysis to study and is bit cheap contrasting from other techniques. Also, it is flexible method in which various data collection methods such as guided interviews and documentation can be used in collection of data for the study.

The case study was adopted in this study where the researcher used a case of Arusha Regional Administration staffs especially the Arusha Regional Defense and Security committee who possess important information on security parameter and concentrated on the Regional Police forces that are mandated to monitor the activities of the PSCs and are centre of gravity when discussing security in the region.

In this study therefore, the researcher disclosed the concept of public private partnership in security service delivery to the selected population of study. The researcher then focused on assessing in details the security committee role in management of security service delivery, the private actors and their roles in security and the factors affecting the security service provision through PPPs and collaboration between the public and private security service providers targeting the responsible key security stakeholders. The study involved qualitative analytical approach in explaining the PPPs in security service delivery at the regional level.

3.5 Population of the study

According to Best and Khan (1998), population is any group of individuals who have one or more characteristics in common that are of interest to researcher. Therefore, the study population was Arusha Regional Administration staffs concerned with security issues particularly the Regional Defense and Security Committee, and few representatives from PSCs. The researcher opted to get representative respondents from such security companies to get insight on public private partnership security regulatory and monitoring partnership in security service delivery.

3.6 Unit of Enquiry.

The units of enquiry involved in the study was as follows

- a. Regional Commissioner, District Commissioners, Regional Administration Secretary, Regional Security Officer, Regional Police Commander, Regional Militia Advisor, Regional Prison Officer and Regional Emigration officer.
- b. The Regional police force with ordinary ranks
- c. Senior staff from few selected private security companies.

3.7 Sampling frame

According to Kothari (2004) Sampling frame is the list containing sampling units whereby sampling units is the elementary units or the group cluster of such units forming the basis of sampling process in which case they are called as sampling units. Thus sampling frame consists of a list of items from which the sample is to be

drawn. The Sampling frame of this study was obtained from all public and private actors within Arusha region who have prior contribution to security matters within the region. These included the regional defense and security committee, the police force and the private security companies working in Arusha region.

Table 3.1 Sampling frame

S/ No	EMPLOYEES	POPULATION SIZE	SAMPLE SIZE	QUALITIES OF THE SAMPLE SIZE
1	RC office	1	1	Chairman of RD&SC
2	RAS office	1	1	Secretary of committee
3	RSO office	1	1	Member responsible for security
4	RMA office	1	1	Member in charge for militia issues in the region
5	RPC office	1	1	Member in charge for police matters in the region
6	RPO office	1	1	Member in charge for prison matters in the region
7	RIO office	1	1	Member in charge for Immigration matters in the region
8	TPDF Representative	1	1	Member in charge of defense matters in the region
10	subordinate regional police officers and men	Undisclosed only estimated for the study 200	50	These are key stakeholders collaborating with private security in the region in daily activities
11	Selected PSCs Senior staffs	18	6	Representing private actors in the region
	TOTAL	236	64	

Source: Researcher (2017)

3.8 Sample size and Sampling Design/procedure

3.8. 1 Sample size

According to Moore (2004), the sample of the study is a component of a population that we scrutinize to collect data. It is a representative unit of individuals selected from the large population that owe the information of which the researcher deem

important. The sample size of this study was 64 staffs selected from all security actors in Arusha region.

Also Bailey (1994) concludes that the apparently accurate size of the sample is reliant to the nature of population, the rationale of the study and the size of the population to be sampled.

3.8.2 Sampling Design/Techniques

Sampling design is a procedure used to select some elements of a population in such a way that it presents the actual characteristics of the total population (Cohen, 2000). The following are the techniques which was used by the researcher in dealing with the samples.

3.8.2.1 Purposive sampling technique

This is a non-probability form of sampling aiming at selecting interviewees in a strategic way according to research questions (Bryman, 2008). This technique was used and applied in collecting data from the selected population sample. The sample included all 8 members from Arusha Regional Defense and Security Committee, 50 representatives from police force and 6 selected senior staff officers from private security companies based on their distinguished experience, knowledge and participation they own on security matters. This technique enabled the researcher to get relevant information for this study.

3.8.2.2 Simple Random sampling Technique

According to Kamuzora (2008) simple random sampling is a probability sampling where by all members have equal chance to be selected in a sample. This technique was employed to the Subordinate police staff, and in selecting representatives from private security companies' senior officers. The researcher though targeted the ARD&SC yet he had to extent the population of study to include few police staffs and few PSCs representatives because they are key elements in PPPs in security service delivery in the region. The researcher selected a sample of 50 subordinate police staffs from the population of 200 Police soldiers at Arusha Regional police

central stations, and six representatives out of 18 from the PSCs operating in Arusha region. The method of getting these sample was simple random however the sample obtained from this methods purposive technique was used to gather information about the study.

The researcher ensured all cadres got equal chance of being selected. The researcher listed numbers on small slip of papers from the subordinate police soldiers of the Regional Police Central Station (RPCs) tallying to their population and conducted a lottery among papers by picking any of the paper up to the number tallied the demanded sample size. This same procedure was applied in selecting the PSCs where their company's names were listed in small slips of paper tallying to their total operating in Arusha region and then also a researcher conducted lottery by picking any paper tallying to the required companies sample size.

This was different from police force simple random technique. In this technique as far as was demanding to get senior PSCs staffs then simple random enabled the researcher to get selected companies. Therefore, all senior staffs from selected PSCs were transferred to purposive interview. This means simple random technique was used only to get number of selected companies.

3.9 Type of data and method of collection

The Primary data are those data collected afresh from and for the first time and thus happen to be original while Secondary data are those which have already been collected by someone else and passed through the statistical process (Kothari, 2004).

The Primary and secondary data was collected and analyzed by the researcher. These data was obtained by administering questionnaire and interview and observation to respondents in person (regional defense and security staffs), the senior staff's officers from selected PSCs and the subordinate police solders soldiers from ARPCS as well as live corroboration between public and private security actors.

The study comprised of both primary and secondary data, the primary data was obtained by conducting interviews, questionnaires and personal observation. The

secondary information also was obtained through documentary review in which various documents and records related to the subject matter were reviewed obtained either in ARSs, ARD&SCs or in PSCs offices.

3.9.1 Data collection Methods

3.9.1.1 Primary Data collection sources

The following methods were used to obtain primary data

3.9.1.2 Questionnaire

Kothari (2004) contends that, this instrument consists of a number of questions printed or typed in a definite order on a form or set of forms where a respondents can understand easily questions and answer accordingly.

Open ended questions which were self explanatory were prepared for collecting data from subordinate police soldiers at Arusha Regional Police Central Stations (ARPCS). The questions pre set in the questionnaire asked issues related to public private partnership in security service delivery based on Regional Police targets as far as security service is concerned. The researcher to maintain validity and Reliability conducted pilot study in Kilimanjaro Regional Police Central Station. These questionnaires were distributed to the selected police and they were left free to respond the questions in a reasonable time interval. The researcher then recollected the questionnaires for analysis and where further clarification was required interview was opted.

3.9.1.3 Interviews

The Interview method of collecting data involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses. This method can be used through personal interviews and, if possible through telephone interviews (Kothari, 2004:97).

The reason for using interview in data collection was to ensure flexibility, high response rate and in order to get realistic data from respondents. Furthermore, this

method was preferred because it enabled the researcher to understand respondent's inner feeling about the problem and also helps to control ambiguities between interviewer (Researcher) and Interviewee.

The face to face and telephone interview was conducted guided by the interview guide respectively between the researcher and the ARD&SC, the police forces and senior staff officers of the selected representative PSCs because they possess important information about security service delivery in the region.

3.9.1.4 Observations

The researcher used to survey around Arusha City in open eye contact to private security service provider in various institutions guided by observation kit watching the corroboration between security actors and the observation helped the researcher to see the way the private and public actors in security service delivery are collaborating in Arusha region. The following are items which the researcher observed in the study:-

i. Technological capacity

The researcher observed the PSCs control room and car stations. The flow of communication at office and housing configuration, alarms switch holders in their hands, car, and guards uniform. At last the researcher observed the extent to which the building under PSCs were put into security alarming system.

ii. Equipment used

The researcher observed various security equipments used by the PSCs. These items include Vehicles and Radio call, alarms and detective dogs. Through observation the researcher was at good position of determining the equipment capacity owned by the PSCs. Thus helped the researcher to identify the composition and capacity in terms of vehicles and equipments of the private security actors.

iii. Financial Capacity

The researcher observed the nature of building owned by the PSCs in Arusha region. The researcher observed the nature of cars used, motor-cycle, uniforms, shoes and modality of dressing. Through only this observation the researcher managed to determine private stakeholder's financial capacity

iv. Collaboration among actors

The researcher observed the way the public and private security actors were collaborating in the region. The most items observed by the researcher were the refilling of Automated teller Machinery (ATMs), the Cash in Transit (CIT) service, night patrols, and protection of airports and financial institutions. This was done through observing the movements of security cars transporting money and recharging ATMs. The aim was to assess whether the police force are included in such movements.

v. Human Physical capability

The researcher determined the physical capability of the guards through observing at their age, modality of dressing and physical health appearance.

3.9.1.5 Secondary Data collection sources or Documentary Review

Documentary review consists of the written information whereby the researcher has to review such as an intimate diary, personal letters, autobiography, books and journals so as to get useful information related to a particular study (Creswell, 2003).

A researcher used this method to collect secondary data. The researcher reviewed different security documents at the region including books, newspaper, office files, research reports, Journals and other unpublished literally works. This method enabled the researcher to obtain information related to the subject matter. This method is sometimes known as Documentary Review.

3.9.2. Data Quality

Data quality post assessment was imposed to maintain the validity and reliability of the data collected before analysis. The researcher used the committee members to assess the collected information. A pilot study to test the instrument was carried out by using responsible member from the committee sample for pre-testing validity and maintains Reliability of the study.

3.9.2.1 Reliability

Reliability is the extent to which data collection process yield consistent results; it refers to the stability, accuracy and dependability (Burns, 2000). The reliability of a measure offers consistent measurement across time and across the various items in the instrument. The purpose of the Reliability Pre-test was to identify questions which could not yield useful answers to be considered in the researchers' study. The more consistent the result from measurement instrument, the more the viable the information collected was.

3.9.2.2 Validity

Validity of data refers to the degree to which the test actually measure what it claimed to measure, it is the extent to which inferences, conclusions and decisions made on the basis of test scores are appropriate and meaningful (Banks, 2005).

Furthermore, the information to be collected by the researcher must be valid and accurate as the fundamental rule of research. Hence, the research method used to collect data must also be valid and accurate to ensure the validity of data collection. Saunders *et al.* (2003:205) insist on the measuring validity data to ensure the correctness of data collection.

Validity has different statistical threats which can be evaluated in different ways as follows; Construct validity which refers to whether a scale measure or correlates with the authorized psychological construct that it supports to measure, it can be evaluated by statistical methods that shows whether or not a common factor can be shown to

exists. Valiant of construct validity includes convergent validity, discriminate validity and Normal logical validity.

The researcher validated information obtained from questionnaire through re-interviewing the Regional defense and security committee with distinguished enough time re-interview the RPC through this means the researcher validated the information obtained.

3.10 Data Analysis

Data analysis is always essential for a scientific study and for ensuring that all relevant data for making contemplated comparison and analysis. The data collected in this study was analyzed qualitatively using content analysis. Normally a qualitative approach is one in which the inquirer often makes knowledge claims based primarily on constructivist perspectives (i.e., the multiple meanings of individual experiences, meanings socially and historically constructed with an intent of developing a theory or pattern) or advocacy/participatory perspectives (i.e. political, issue-oriented, collaborative. or change oriented) or both. It also uses strategies of inquiry such as narratives, grounded theory studies, or case studies. The researcher collects open-ended, emerging data with the primary intent of developing themes from the data (Creswel, 1998).

According to Orodho and Kombo(2002) concluded that qualitative data analysis involves factual and logical interpretation, comparison and explanation of the study findings. It seeks to describe and analyze the culture and behavior of humans and their groups from the point of view of those being studied. Also relies on research strategy that is flexible and interactive, includes interviewing, focus group discussion and questionnaires. However, formulation of tables, bar charts and percentages can be used and does not mean that is quantitative analysis.

The Applicability of Qualitative research (Orodho and Kombo, 2002): is

- When the subject matter is unfamiliar. Example, when wants to know the causes and effects of a certain phenomenon like the topic of this research study concerned.

- When researcher wants to relate particular aspects of behavior to the wider context. Example, monitoring arrangements of PPPs in security service delivery.

Therefore, the applicability of this study was to explain comprehensively the topic studied assuming unfamiliarity with the study that the collected data was presented in descriptive analysis. Thus the studied topic is really unfamiliar and demand comprehensive explanations rather than frequency measurements.

The collected data was analyzed by basing on the set objectives and research questions so that the researcher could draw conclusion on assessment of public private partnership in security service based at regional level. From the presented data, analysis of answers from questionnaires, interviews, Observation and literature reviews, the researcher was in a good position of forming a conclusion and recommendations for this study.

3.11 Ethical Consideration

The researcher asked for permits and research clearance from the Mzumbe University, a letter was further forwarded to RAS- Arusha region. The consent of respondents was required in taking pictures and then maintained by good use of the language and communication skills which made them humbly giving information willingly.

CHAPTER FOUR

DATA PRESENTATIONS AND DISCUSSION OF THE FINDINGS

4.1 Introduction

In this chapter, data from the research are presented, analyzed and discussed in line with research questions. The study was set to assess the PPPs in security service delivery. The study was conducted in Arusha Region, in which the researcher narrowed his study population to the ARD&SC. This chapter provides comprehensive discussion on the PPPs in security service delivery and finally the results according to the findings on the research objectives and questions are presented

4.2 An overview of Security Services Management and Provision in Tanzania

Like the other governments around the world, the government of Tanzania has a central role in defense and security services provision. To enhance its role the government has established supportive units and defined the structure for management and provision of the defense and security services in the country. Apart from that the government has defined the role and relationships of different actors from the national to the community levels.

At the national level, the main actor in defense and security services is the National Defense and Security Council. Below the national level the overall responsibility to manage and deliver the defense and security services are vested in the Regional Defense and Security Committees (RD&SCs). These committees oversee all defense and security activities in the region. The committee is comprised of eight mandatory members comprised of the Regional Commissioner (RC), Regional Administration Secretary (RAS), Military unity Representative, Militia, Police, Prison, Immigration, and Tanzania Intelligence Services System (TISS). At the district level, defense and security services are managed and provided by District Defense and Security Committee (DD&SC). The last level in which the defense and security services are provided is in the community. At this level the responsibility to maintain peace and

security is in the hand of the citizens however there are local security committees which are ward defense and security committee, Village defense and security committee and “Kitongoji” defense and security committee.

To ensure efficiency and effectiveness in defense and security services provision, different measures have been adopted by the government since independence. These includes establishment of the Auxiliary Police, the Sungu Sungu, and the community policing {police Jamii} also the adoption of the PPPs policy and enactment of the PSCs laws in security service delivery.

In the 1980s the Tanzania’s government started to pay special interest in the private security companies and put a condition that the companies which are to be established in the country had to follow rules and regulations provided by the police force under the inspector general of police. These companies are registered by the police and work under the rules and regulations prepared by the police force of Tanzania, which is also documented in the police act 322 which was amended in 2002.

Since that time the number of private security companies has been increasing and today there are about 556 companies in Tanzania as opposed to only 2 companies, which were available in the 1980s. These companies include Group 4 Securicor, Knight Support, Mint Master Security, KK Security Company, Security Group and Ultimate Security Company. Recently, private security companies in Tanzania employ about one million workers to offer security services countrywide. These companies cover almost all the regions and provide services to businesses and householders. Some of these companies Ultimate security company inclusive have modern system of technology like CCTV to ensure provision of quality security services in Tanzania.

Like other statutory actors dealing with security activities in the country, the ARD&SC plays a central role in provision and management of defense and security services to the people in Arusha region. The detailed discussions of the role this

organ plays and its relationships with the other statutory actors in the region are discussed below.

4.3 The Role of ARD&SC in Defense and Security Services Provision

Results from the detailed interview with the chairman of ARD&SC it was revealed that ARD&SC plays important role in ensuring peace and security in Arusha region. According to him, this committee was formed since the establishment of the region and has eight members defined in the National Security Council Act no 8 of 2010). The ARD&SC has eight main functions namely: Receive and analyse security reports, Prepare evaluation reports on defense and security, Plan, coordinate and give directions on the manner of dealing with emergencies such as disasters, Plan, coordinate and give directions on the manner of dealing with emergencies such as disasters, famine, epidemics, floods and major accidents, Specify and identify social and administrative problems within the region, few to mention. Furthermore, the committee has the role of enhancing peace and security in the region the ARD&SC executes its functions in collaboration with other statutory actors from the national district and community levels.

To understand how effective the collaboration between this committee and the other statutory actors in management of provision of defense and security services, interviews were conducted to members of the committee members in charge of police and immigration . The findings from these interviews indicated presence of good collaboration between this committee and the other government actors from different levels. For example, good collaboration observed between the police force with the PSCs in financial institutions in airports and Cash In Transit (CIT) Moreover, interviews with police staffs revealed various weaknesses/strengths of this committee in the manner it executes its functions. These functions are discussed below:-

4.3.1 Receiving and analyzing security reports from the District

The regional defense and security committee receives reports from the districts Defense and Security Committee and other defense and security organs for more recommendations and security organs to take appropriate action. During the interview with the chairman of the committee it was revealed that this function is done accordingly, however he further said;

Not for always all reports and information's received from sub security organs and district security committee are discussed collectively at the regional security and defense committee, there are some of information and reports taken appropriate action by few committee members

The information revealed that the committee is responsible for this function however the way it is executed many of the committee members recommended is just as business as usual. It was recommended by many of committee members that in performing this function the committee needs to address all issues accurately and comprehensively. The indicated doubt with the committee was revealed among security actors in the region. The doubts majored whether the regional committee is taking into account and on time all the reports submitted from down level security committees. The information obtained from one member of the committee revealed that it's difficult to know the whether the reports submitted to such organ are taken into consideration or not. This is because most of the committee decisions are confidential.

4.3.2 Prepare evaluation reports on defense and security situation

Findings through the interview with the committee secretary revealed that both collectively or by few members of the committee evaluates reports received and submits to the relevant regime within the region. This situation surprised the researcher when the Committee secretary said about submitting the report to the regional authority. The Secretary said;

The chairman of the committee being the RC does not remove his mandate as Regional regime leader, thus committee reports are submitted to him frequently not as because he is chairman rather a head of the region.

The information revealed that the reports evaluated are received from district defense and security committee and other security organs in the region. This is very good modality flow of security information in the region, where it enables all security issues in the region to reach the regional regime.

4.3.3 Planning and coordination of possible security issues in the region

The interview with the chairman of the committee revealed that the regional defense and security committee is prior to Plan, coordinate and give directions on the manner of dealing with emergencies such as disasters, famine, epidemics, floods and major accidents, incidents like serious crimes, cattle theft, land disputes, environmental degradation, robbery, sabotage, illegal immigrants, moral turpitude, illicit drugs including such other occurrences which are likely to endanger peace and tranquility to the public in the respective region.

The chairman said that; “...we have been as team resolving many of the disputes along Ngorongoro and Longido, where Maasai and Sonjo tribes have been fighting simultaneously...”

4.3.4 Identification of the Social Administrative Problems in the Region

Findings from the data gathered through questionnaire distributed to the committee members revealed that among the important functions of the committee is to identify

critical social administration problem and acknowledge to the regional regime for serious interventions. It was found that the ARD&SC committee has managed to change leadership of different areas in the region just to minimize the Possibility of insecurity. To verify the power of the committee was also confirmed through the interview conducted with the regional police commander who said;

The committee has assisted much on removing the staffs who performs bad in their working stations, for example many changes of staffs in Namanga border has been transferred to else because of maladministration including corruptions scandal.

This is one among the big function performed by the ARD&SC as representing the state bureaucracy at regional level. The information obtained from the field revealed that the committee is acting as watch dog against all deeds of the government staffs in the region. Despite of the fact the committee is not the employing authority yet it has enough power to remove any staff from public office in the region set up through recommendations. The information from the field revealed that the committee is just a control mechanism of the public servants from acting ultra vires by misusing the public offices.

4.3.5 Application for Citizenship and Ownership of Arms and Explosive

The interview with a member of the committee from immigration officer revealed that the committee is responsible to discuss the application of citizenship brought in table from lower level regime. It was revealed that this function is not well implemented when the officer said;

The situation to date is not too tightening as far as most of the issues are not tabled to the committee discussion, and this has caused many external citizens found in streets and only in the private security actors

It was indicated through interview with the RIO that the procedure for applying for Tanzania citizenship starts at lower level where discussions are made and their recommendation are submitted to next level. The same is done to regional level up to

the minister responsible for approval. The permit is granted with prior attention to the commissioner in charge for immigration.

The interview with the police revealed that the committee is not doing enough control on the side of the weapon and explosive. The weapon ownership permit is issued to the applicants in the region. During the interview with majority junior policemen noted to complain number of criminal offences reported in the region caused by presence of many weapon permits issued to unreasonable people in the region.

The chairman of the committee revealed through interview when he was asked concerning the spread of weapons in the region prior to committee permits. The chairman said;

the police are the one recommending for the committee permit to be issued, we as the committee team believe on their recommendations that are why very rare weapon ownership application from the police can be barred at the committee. My advice the police must scrutinize their position and make serious vetting of the applicants before handing to the committee

Therefore the police in this incidence was seen prior to poor consideration techniques on the weapon applicants in the region, as unknowingly planted seeds of their own destruction in a long run. At the end complaining the RD&SC as if they played their role effectively at their position. Normally the application of weapons starts at police where their recommendations are filed to the district committee. The district committee after consideration they file their recommendation to the regional committee.

4.3.6 The Control of all Security and Defense activities in the Region.

Results from the study population revealed that the committee role played daily in ensuring security service is well promoted and maintained in the region. The RD&SC plays big role in advising all security matters at regional level, taking action on any emergency situation and to access and making recommendation on individual weapons request.

Furthermore, the data obtained through interview conducted with the committee members revealed that nothing concerning security issues in the region can be done with exemption of the RD&SC. According to one of the committee member interviewed explained that;

The regional security committee is in charge of all issues concerning the security matters in the region, however we may be undermined just because of either the citizens does not know the mandate we have or the financial capacity of the subscribers kills our Authority. Although the police have been in charge of security issues in the region yet the power and obligation of the committee is there to stand forever.

The findings obtained through interview and questionnaire distributed to the committee members revealed that any recruitment of the National service “JKT” is monitored by the committee, and any recruitment of the PSCs employees are again under control of the committee however, more than half of the committee members recommended not all the time the committee members works collectively but that does not mean the RD&SC has no role in relation to the provision of security service in the region.

It was further found that the RD&SC plays a big role in management and provision of the security service in the region. The data showed there is no way someone can talk of the security matters within a region excluding the RD&SC and something to put in mind according to the findings above is that when talking about the RD&SC a good eye should be kept straight to the committee members whom collectively and individually have role in security issues at regional level.

In Arusha region the Police, Immigration, and other committee members play vital role in managing public private partnership in security service delivery. The findings above really align with the *Kirundi (2008) report on private and public security in Uganda who is distinguished researcher for the south –African based Institute of security studies*

Findings of this study show that Arusha regional defense and security committee (ARD&SC) has vital role it plays in the management and provision of security service in the region. However, the committee is not much strong and close in

making follow up on the core committee functions as stipulated in the act. There is weakness in the weapon permit and explosive ownership though claimed such weakness starts from police authority.

The committee needs to suspend some of the weapon ownership permit if clients proofed are misusing such weapons. As the time went on the public security as other region started being overwhelmed it gave rise to the private security companies. The ARD&SC plays a smidgen good role in the management and provision of security service under the PPPs however only the Police force are left with such power and other security committee members are not participating fully in the management of PSCs at regional level.

4.4 Collaboration between RD&SC and private actors in security service provisions.

Prior understanding should be noted that despite of the fact the regional administration has great insight in regional security matters and key committee on this issues is the Regional Defense and Security Committee (RD&SC) as far as regional security is concerned, however the mandate and super daily collaboration are left to the RPC who is also the member of the committee.

The researcher here intends to present the way the responsible Regional security organ that is the Police are really collaborating with these private security actors. The collaboration is not much seen with other security organs based at Arusha region.

Also one officer from the RPC office through interview revealed that;

The public and private security actors collaborate in need of support from police when the situation is so grave to be counted by the private security operators, the private security companies collaborate with public security organs in many areas. I can see them operating together with our department in CIT service, Banking institutions, business centre's, street patrols and in airport security service. We have laws which govern the operation of private security companies in the country; therefore the extent of collaboration should not jeopardize the security industry

Furthermore, the data obtained through interview from PSCs selected staffs revealed that the collaboration starts at PSCs Control Room which has communication with car stations in relation to customer's location. The PSCs through interview said:

In case client gets a security problem he press an alarm button alerting our control Room and the control room relates the client complaining and appropriate car stations and the our control Room calls responsible car stations close to the client and the nearest car stations will access the client, if he assesses the situations to be hard he reports to control room if any police assistance is required, the control room will decide modality of reinforcement.

The interview with the PSCs staff revealed that car stations reports any weapon firing at his location to the control Room in which the control Room reinforce such location. The PSCs vehicles are not supposed to park five minutes' walk to the client and always when the situation is worse the control station calls the police force thus marks also the collaboration.

Also the findings obtained through interview the PSCs senior staff revealed that collaboration between these PSCs is seen at CIT however escalated in PSCs vehicles but within the car there must be two Police men with SMG and any number of private security employees just to maintain collaboration.

Moreover, over another collaboration revealed through interview with one committee member was on the investigations of criminal matters whereby after the investigations being completed, the PSCs investigators are not allowed to prosecute charge to the ordinary court of law rather all of their investigations are forwarded to the OC –CID and RCO for further legal measures. The PSCs employees are not allowed to prosecute rather can only be witnesses if required to do so by the legal proceeding.

Also more than half of the junior police staffs revealed in the questionnaire that another collaboration are seen in Government sector, financial institutions and transportations centers like bus stand and airport where the PSCs employees are working together with other security organs.

Most of the committee members concluded in the interview with the researcher that such connection is normal and in a long run should be mandatory since it started with the Banks and other big financial institutions and recently they said the KK security are at final stages of finalizing the process and other PSCs also will be encouraged to connect their radio signal frequency as early as much.

Results show that there is close collaboration between the private actors and regional defense and security organs in Arusha region. The findings show that regional police under the RPC are operating together with PSCs in delivering security service to the region. Results show that the PSCs and Regional security organs are collaborating in a number of incidences like in CIT, Business Centers, financial institutions and Airports.

This study findings tally to the *Guardian editorial press of July 8th 2012 which covered the speech of Dar es salaam Deputy Commissioner of police by then Suleiman Kova* in this article the commissioner reported that there are fewer than one million police officers in the country and that private security guards were filling the gap.

In this article, Suleman Kova came up by showing the total number of private guards in the country was about 1.2 million distinguished from that less one million of police officers. The DDCP showed that the private guards had have been the instrumental in maintaining security and concluded that have decided to offer them police like training. Also Kova in this article concluded that the police are collaborating with private guards to offer security to important government building and high –profile institutions such as the Bank of Tanzania, bureau de change (currency exchanges), ministry offices and various companies.

This study findings prior revealed above indicates that really in Arusha region there is collaboration between these PSCs and regional security organs however in this study findings lack enforcement mechanism from the region for collaborating in all matters the PSCs activities within a region.

The simple collaboration according to the findings is on CIT but the findings of this study does not tell who has the mandate to make sure all CIT must include the police and unfortunately the most vehicles used by the PSCs in CIT service are owned by themselves so they can obvious implement the service with absence of the police force and the RD&SC committee have no option to know whether inside the car there is police officer or not.

It was found that the PSCs diverge the Police officers escort just because of the cost where they are supposed to pay the responsible police officers involved. This situation of unmonitored PSCs activities may cause impediments in the region security industry. The movements of uncontrolled vehicles may be used by people with bad intentions to transport illegal aggregate.

4.5 The private security actors and their role in provision of security service in Arusha Region

The information obtained from the document titled “Community Policing in Arusha Region” revealed that Arusha Region has number of private security actors comprised of groups, institutions and individuals. As it is indicated in document or by the study in Arusha region there are 18 private companies and many of community groups dealing with the security services. These groups provide night and day security services in areas such as market, bus terminals, football stadiums, individuals housing, airports, and financial institutions.

It was indicated by police member of the committee through interview that;

The private security actors in the region are citizens, Mitia, Police Jamii, local Masai hired as watch men at individual housing and hotels, local security committees at the village level, private board guards, CCTV, individual owning weapon at house level and the private security companies.

The activities which the private organizations and community security groups undertake include; guarding the private and public offices. According to the interview with the committee secretary engagement of the private companies and community security groups is crucial for maintaining law and order in Arusha region.

It is argued that being a diplomatic and tourist center in Tanzania and East Africa in general, Arusha region has greater possibilities of facing crimes. To enhance peace and security in this region participation of the private organizations and community actors in security activities is important.

During the interviews with one committee member in charge of police in the region revealed that private organizations and community security groups have significant contribution in maintenance of peace and security in Arusha region. For example, engagement of the community security groups such as *Sungusungu* and *Polisi Jamii* have helped in reducing night ambush and robbery along Unga limited, Kijenge, Tengeru and Kilombero market and all city centres in Arusha.

Moreover, the committee chairman revealed through interview that involvement of the private companies such as KK security, Warrior Securicor and others has enhanced provision of the security services in the region. For example numbers of public offices and individual housing in Arusha Region are installed with these private companies.

Despite having such a crucial role, private companies and community security groups lack adequate capacity. Interviews with the RPC revealed that these actors lack facilities such as Radio calls, Security vehicles and detection devices. In addition such organizations and groups lack skilled manpower, financial resources, and security insurance cover.

According to the findings obtained through interview with one member of the police force in the region, the member recommended that;

We have total number of 18 PSCs of which six of them are external owned companies and the rest are owned by Tanzania stakeholders. These companies' plays a big role in providing security service in the community however their services are financial capacity biased.

The interview conducted and questionnaires distributed to the committee members revealed the role played by these PSCs as providing security service in institutions

such as Banks, Houses and industries, also provide fire rescue situation, provide security on money transfer (CIT) and respond on any security emergency.

The information obtained through interview from the police officer revealed the real situation of private security companies as he said;

There are many private security actors in the region however we security organs tend to ignore the citizens, I always say the citizens are very important and key actor in security matters of any area. The citizen plays vital role of information to the responsible security authorities to take serious action, if the citizen hides information the public security organs operation will not succeed.

The findings revealed that the total of 27 private actors operating in security industry within Arusha region in a form of public private partnership. The data shows that these private actors in security parameter at Regional level plays big role including providing security in community stocks, Banks, houses and industries, also fire rescue, security service in money transfer and responds immediately on security emergency.

This study is almost close to that of *Mieke (2003) of ISS who did study on private security in the DRC* and found that PSCs are significant elements of the national security arrangements and assumes many of the functions that have traditionally been undertaken by the state agencies in all countries. Given the centrality of the control on the use of coercive force to the operations and identity of modern states and the international order, these developments are clearly of great importance towards the enhancement of peoples' security in the region.

The findings above are in tally to *Gumedze and his fellow of ISS researcher Deane – peter Baker who wrote on the role of private actors in security field*. Although these scholars wrote in Kenya context but they noted that the services offered by PSCs range from the classical physical protection private and public properties, close protection of VIP's, safeguarding properties of strategic importance and security for sports and music events.

This study if reflected from Arusha region the PSCs services despite of roles they play it has indicated during interview with the RMA that nevertheless such partnership in security service delivery influences security in the region yet its financial capacity biased. That means those with financial capacity will enjoy the service distinguished from low income earners.

Also it appears recently most of the time and areas where the PSCs employees are controlling are where thieves are reported now and then. These situations raise a question on the role played by these PSC at regional level. Another area of interest according to the findings presented above the most employees of such PSCs are retired soldiers that means they are of low capacity to deliver what security industry demands to deliver distinguished to their Age variation. That to say generally, interviews with the committee members revealed various defense and security activities in which partnership between the government and non-government actors is exercised. Although collaboration between the government and non-government actors seems to be beneficial in provision of the defense and security services in Arusha region, its operations are affected by different factors as the next section will indicate.

4.6 Factors affecting provision of security service through PPPs in AR.

The researcher under this research objective and question presents those key disturbing motive which really jeopardize the provision of security service in Arusha region through the anticipation of PPPs.

4.6.1 Inadequate Availability of Skilled Human Resources

The security service requires competent and skilled labour force to deal with the security threat. It was indicated in Arusha region through filled and returned questionnaires distributed to the regional security committee members that most human capital employed in PSCs are incompetent due to age and skills. The observation made by the researcher discovered most of employees are elders whom have either retired from security organs or else.

The data obtained through the interview from one member of the committee in charge with police issues in the region commented that;

There are many factors which affect the security service through using PPPs as a means to facilitate security service. I can mention the factors as Age of the employees, Recruitment, Training, burglar in which they team up with muggers. At regional level we have sometime reducing police force in streets controlled by the pscs however more incidents are reported from the same street monitored by these pscs.

Also information obtained through questionnaires filled and returned from the committee members revealed that among challenges are the misuse of force for some PSCs and other individual actors, employing incompetent personnel, most of the PSCs do not have contracts with their employees, unreasonable force used in handling situations, and payments of low wages, employee's negligence, and service biased based on financial capacity.

The findings presented show that factors which really jeopardizes the security service delivery in Arusha through allowing the private actors in the security industry. The security service is supposed to be offered by competent people, high skilled personnel and driven by nationality dogma.

This study findings have found in Arusha region the more the unmonitored PSCs involved in the security service the more the security service gets affected. The findings obtained through observation and questionnaire revealed that; most of the personnel recruited by PSCs are those retired from public security organs, incompetent personnel, poor vetting in recruitment, low salary and lack of permanent contract in employment and increase in robbers along areas protected by the PSC. These all are the findings reported in this study which forms part in the factors affecting the security service provision through PPPs in Arusha region.

The security standard is expected to be equal and focused to really create the security to the whole area concerned. The way these companies operate in Arusha is very wonderful in accordance to the findings the most under capacity persons have been employed to provide security service in the community. The retired soldiers from security organs like Army, Police, prison, and immigrations. These solders are

supposed to relax and prepare their elderly life after long service in the corresponding service units, to engage them in security service it is obvious and cannot deliver what is expected.

Furthermore, results shows most of the employees are not seriously vetted and are of low skills. This is a result of many of the company owners demanding cheap labour of which is much bad in security service delivery. Someone engaged in security need to be paid enough remuneration to except him from being tempted by robbers.

4.6.2 The security service being financial biased service

It was indicated through interview by secretary of the committee that security service were supposed to be offered freely and equally however the introduction of PPPs in the service has led to the biased service. The PPPs in security service according to the findings obtained through questionnaire from more than half of the committee members revealed that have made the security service being distinguished between those who have and those who have not.

The RMA recommended through interview that;

The people can only opt to use PSC security service if and only if they have financial capacity. This was not before PPPs in security service delivery where such service was freely to all of the citizen's regardless levels of their income.

Despite of the service provided by the PSCs at Regional level there are some of the factors which has been brought by the PPPs in security service which results the security being business sector to date and most of the confidentiality observed before are difficult to maintain in the epoch of PPPs in security service delivery.

4.6.3 Lack of financial resources

As was indicated by the RPC through interview that security expenses are not as easy as people do think, and most of the expenses are incurred unexpectedly and unplanned. The private actors involved in PPPs in security service delivery have no

source or fixed financial provider to run their operation. Most of the private security depend from clients contributions.

The RPC through interview recommended that; *"...for PSCs to depend clients as big financier is quite wrong and cannot make these security companies survive for long in difficult and hard security intervention..."*

This implies that the most owners of these PSCs are in the business just as investors. The subscribers of these companies expect such business to offer them money but they fail to take into finger tips how risk the sector is.

4.6.4 Poor equipments and Technology

According to the RPC the PPPs in security have allowed many private actors into the security field, however with very poor technology. He further said;

The security threats are mostly of too advanced technologically hence for actors getting into the field must be very strong technologically otherwise can endanger their operations, you can imagine when you hear police post and stations being invaded and weapons stolen while they have strong weapon to counter, then how about these PSCs with poor equipments

The RPC said that this is one area which really has been forgotten and for him his advices for such PPPs to be efficient the first must be analysis on the equipments capacity owned by the Private security actors.

The observation also indicated that many vehicles used by PSCs are old and could not even fit in the sector. However, there are other PSCs based from outside the country are well in equipments like KK security, Warrior Securicor and Intelligence group.

4.6.5 Monitoring Arrangements of PPPs in Security Service Delivery in AR

The researcher under this key reflection to partnership and factors affecting such partnership is eager to present the way the ARD&SC is really conceptualizing the

PPPs in security service delivery and how the RD&SC has put monitoring arrangements on PPPs in security service delivery.

Basing on the information obtained from documentary review {the police and Auxiliary Police Act, The Militia Act and the IGP policy on PSCs}, actually the control and monitoring arrangements of these public private Partnership in security starts at registration where the autonomy of monitoring and control falls to the state and the state has left such power to the IGP at national level. The PSCs cannot be registered at BRELA without prior certificate from the IGP.

The interview with one member of the committee commented that;

The PSCs at Regional level and District Level though the mandate of security fall under the hand of the RC and DC yet the organ concerned in controlling these companies are left at Regional and District level under the RPCs and DPCs. These commanders are also members of the Defense and Security Committee in their jurisdiction. Despite Monitoring arrangements as well as power of control over these PSCs being left to the IGP, RPC and DPCs does not necessarily omit the responsibility the RD&SC and DD&SC playing security role in monitoring of security partnership at Regional and District level.

Majority members of RD&SC confirmed through the questionnaire distributed that to them they understand the risk and advantages of PPPs in security service delivery at regional level, however the interview conducted by the researcher guided by interview guide revealed that many of the security committee members are not satisfied with the way Regional security administration have arranged for monitoring and control over the PSCs activities.

The regional Militia Advisor in the interview recommends that; *To have PPPs in security service delivery is good, however at regional level the regional administration needs to put a regulatory control mechanism so as not to jeopardize the security industry at regional level.*

The RMA replied when was asked by the researcher what should be done to control such kind of partnership he said;

To tighten the PSCs the personnel employed under security companies should only be those who have attended and passed in the Militia training. Furthermore I recommend that the Regional security administration drawing focus from RD&SC under the RPC should always put control and monitoring arrangements and create strong legal frame work as well as training modality.

The RMA revealed that the monitoring arrangement to date is not really satisfactory at the regional security expectations. According to the RMA the sector is likely have no proper supervision because anybody can conclude since it is seen as if there is nobody who really puts oversight over these PPPs in security service delivery in Arusha Region.

The immigration officer revealed through interview also the security partnership in Arusha is not well monitored whether controlled however the RPC and delegation within a region works close in daily activities with PSCs.

The officer in charge of immigration in the region revealed that the Regional Defense and security committee need to control and monitor the security sector at regional level. The officer through interview advised two points where he said that;

The monitoring should be through making sure that the private security actors need to use and employ the Tanzania Militia to avoid employing external people. The second is on the security liberation should not put the government aside however the government should control their daily activities by making sure each member of RD&SC get involved in all of the process of recruitment, training and operations.

The immigration officer furthermore recommended through interview that;

we the immigration need to be close with these PSCs something which is not happening now, the third is weapon must be controlled which to me i see the power has been vested to the police force at Regional level.

The fourth and last advice the officer made is on vetting where the interview between researcher and the officer revealed that the immigration department is not binded to monitoring and control of the PSCs at regional level and finally he said that;

...the owner of these PSCs must be really vetted and if any from external get reported to Immigration department at regional for serious measures against....

The interview between the researcher and the few selected PSCs senior staffs revealed the way the Police controls these PSCs. The KK officer revealed the first control they face is restrictions on battle weapons ownership. The KK senior staff revealed that currently the PSCs have control Room which really controls the activities of the PSCs through the car stations located on site close to their clients location. The PSCs revealed through interview that in case the client get a problem he presses alarm button alerts control room and the control room relates the client location and nearest car station. The car stations which is close to the client gets information of the client problem from the control stations and gets close to the client to attend such security complications.

On arrive at the event car stations assesses the situation and report to control room if any police assistance is required, furthermore the car stations reports any weapon firing at his location to the control room in which control room reinforce such location by either self-strength or calling the police force.

The interview conducted between the researcher and the RPC revealed that the Regional police staffs have mandate to monitor and regulate number of the activities of the PSCs in the region however it's not fully controlled and monitored. The RPC said that;

I have the mandate of control over weapon of the PSCs in which I myself physically visits the PSCs and demand to know kind of weapon owned, be shown where they store their weapon and if not satisfied i may restrict their operation within the region my region despite of their registration prior to BRELA.

The information obtained through interview from the senior police staff in the region revealed that there are number of PSCs to make straightforward the collaboration with police are now connecting their Radio signal frequency to Regional police signal Control centre where the Police force will be able to listen all of the PSCs activities without them listening signal communication of the police.

The RPC also argued that not only that but he has several times attending their training opening and closing and further he revealed that in Arusha region the RD&SC have agreed all of the PSCs employees must be those who have attended and passed Militia training however the retired solders are not restricted from joining these PSCs.

The agreement of the RD&SC was left on hands of the RPC for execution and the RPC revealed that this is the regional focus and dream however still there are slightly violation of this committee order. The RPC revealed through interview that: *We have been infusing employees by infiltrating police members unknowingly to monitor their recruitment dimensions and make sure they tally to standards and requirements of the region.*

The RPC responded the question of the researcher when was asked “*what is really done to control the external ownership of these PSCs at Regional level*” he replied that;

Whatever the owner is from which country the condition of registration and operation of such person must embody one stakeholder from Tanzania. Furthermore the RPC recommended that all these are done at registration whereby when such PSC is coming at regional level must report to the RPC for two reasons prior known one among the responsibility is to inspect whether all registration has been fulfilled and second to control their activities in the region.

The RPC revealed through interview that he has obligation to ensure the PSCs Uniforms are well stipulated in the Police and Auxiliary Act in which he stated according to the act their uniform are not supposed to bear a resemblance to any of government force or the defense and security organs in Tanzania to mention the TPDF, Police Force, The prison Force and The Immigration Force or that of another PSC otherwise will cause execution contradictions.

The information obtained through interview with the RPC revealed that the legal framework governing the PSCs or partnership in security service delivery are of three types and to mention the Militia Act, the Police and Auxiliary Act and the other

law of the land reflected in the URT constitution of 1977 as amended time to time. The RPC recommended that the PSCs are restricted not to act ultra vires.

The information collected from the Regional police staffs through questionnaire on monitoring arrangements the majority of them indicated that to ensure all matters are under the police control all of the PSCs car stations are normally reported to the regional police patrols to avoid overlapping responsibility.

The information obtained through interview from RIO and RPC on travelling out of the country among the PSCs directors revealed that they can travel anywhere without any prior authority from the Regional defense and security committee. Also the RPC when was asked on the issue of insurance of the PSCs insurance he said

The policy and law of insurance in Tanzania is not mandatory rather in some few cases like vehicles however most of other cases people are allowed to opt to be insured or not. The same applies to PSCs employees cannot be forced to join insurance since it's discretionary.

The RPC revealed through interview that he is not satisfied the way security partnership is being done in the country as well as at regional level. Through interview he recommended that;

We have agreed at RD&SC and insisted that on employment of the PSCs the priority should be those Tanzanian who have attended Militia and National Service, also i insist the regional police should require and be surrendered the finger prints of the PSCs employees to check up whether they had committed criminal offences or tried anywhere for criminal cases.

Furthermore, information obtained through questionnaire from police staffs almost less than half having prior knowledge on monitoring and regulation of PPPs in security revealed that the PSCs are now controlled by the Police and Auxiliary Act of 2002 which they said currently is revised to get the distinguished Police Act and Auxiliary Act independently.

The maturity of this new legal framework will help in reducing overlapping of responsibility between these two actors involved in security service delivery.

Currently it has been bad for one legal framework being used to monitor and regulate public and at same time private actors in the security.

Further, the information obtained through documentary review and interview with low cadre police revealed that the PPPs in security service delivery has brought many problems. The police constable said that; *PPPs is mixing our tasks for example in Arusha we have some PSCs which were registered many years ago but are still functioning despite the death of the original subscribers of the company.*

The top police officers also recommended when was asked the same issue that;

Opposed to other business companies, PSCs ought to be registered and operated by accredited individuals who are trustworthy and personally responsible for activities of the company. In other jurisdictions, if it is a family owned PSC, the death of original subscriber (e.g. father) or any substantial transfer of shares do not confer heirs/heiresses or new subscribers an automatic right to operate such company as managing directors.

Usually, such subscriber will be subjected to the same test as new applicants of a security service license or permit by the regulatory authority. The rationale of the rule is to ensure that respective PSCs continue to be managed or operated by individuals who can be entrusted with a special duty of protecting people and their properties. The officer said that; *At regional level they have been doing that however there is lapse of information flow to the respective authority to address such trend and few cases should not be generalized as if it is not done.*

The other area of concern in the TPSI is the possession and use of firearms (weapons) and uniforms. The data obtained through interview revealed that that the *Arms and Ammunition Act* and policy governing possession of arms and ammunition do not address fully and take into consideration the security business.

On member of the security committee said that;

In the use of arms there is a great challenge since guards who kill bandits by opening fire in an act of self-defence face murder charges unlike members of the Police Force who have special protection accorded to them by the law.

Moreover it was revealed through interview by one member of the committee that PSCs use civilian laws to govern labor relations which allow employees to form or join trade unions. This is contrary to the norms and practices in the area of defence and security. This is really not fair and there is need to rethink on the legal framework of the country especially under these PPPs in the field of security.

Moreover the other control is at registration where the majority of the respondents reported that the control at registration at BRELA is prior to compliance of submission of certificate from police HQ and immediately after registration if such PSCs is to operate countrywide must report to the RPC and OCD of the area concerned for acknowledgement and collaboration in which the police are aware on what security companies are operating within their jurisdiction.

The findings presented above show that, PPPs in Arusha region is controlled and monitored to influence the security service. The findings revealed that the control starts at registration under the BRELA and the full mandate charged with such partnership to the IGP and implemented at Regional and District level by the RPC and OCD.

The researcher in the study wanted to assess the PPPs in security service delivery as well as regulating the security activities created by the PPPs in security service delivery. The findings have revealed that most of the members of the Committee either are not linked to control and regulating such partnership or are less interested to exercise their autonomy on regional security matters.

This study has found that the PSCs are not well regulated in Arusha region thus no efforts have been made to ensure all of the security committee members are taken into body participating directly in regulating the sector despite parting the whole task to the RPC who is plagued sometime by regional police responsibility.

The study findings showed the need to partnership in security service delivery as way of reducing government spending on security matters however there exist need of making conducive regulatory and monitoring arrangements at National level narrowing to Regional and Districts level.

The findings of this study is in line with the Sabelo (2008) in one of his paper titled ***“Regulation of the Private security sector in Africa”*** witten in African context however the author did not recognize much on the efforts of the PSCs and PMCs distinguished but his work has contributed matrix approach in regulatory scheme at National, Regional and International levels as well as at sector level.

Furthermore another study of the Gatoot *et al.* (2015) on the their paper titled ***“Service quality Strategies by Private Security Firms in Kenya”*** in this article the authors conceptualized the situation in Kenya and recommends all of the PSCs in Kenya must register themselves with KSIA and disallow those operating illegally as far as they are not registered with government authorities.

CHAPTER FIVE

SUMMARY, CONCLUSION, RECOMMENDATION AND POLICY IMPLICATIONS

5.1 Introductions

This chapter presents conclusion basing on the findings concerning Public private partnership in security service delivery conceptualizing the security dimensions at Regional level. This chapter has covered the summary on the subject studied, researcher own recommendations as well as research bit comments on security policy implications focusing on what can the security policy at the PPPs era embody to make the service in truck and at last the chapter ends up by delivering researchers conclusion.

5.2 Summary of the Study

The main objective of this study was to assess the PPPs in security service delivery in Arusha region as a case study. The study focused on examining the role of the ARD&SC in the management and provision of security service, the private actors involved in the region and their role played and last ended with the factors affecting PPPs in security service provision in the region. The ARD&SC was studied with specific focus on its members, the few selected police staffs and few PSCs.

The findings showed that the ARD&SC plays vital role in ensuring security matters in the region. The functions of this committee as stipulated in the act showed are well implemented in the Region. The private security actors like groups, institutions and individuals play vital role in enhancing security in the region. The PPPs in security service has enabled the private and public actors to collaborate with ARD&SC.

Results revealed that there are good collaborations between PSCs and the public institutions in all major day to day activities such as daily operations, ATMs refilling and CITs service. The findings revealed that there are many challenges faced by PPPs in security service delivery in the region. The challenges are lack of financial

resources, inadequate availability of skilled human capital, poor technology used and lack of comprehensive monitoring arrangements at regional level.

5.3 Conclusion

This study sought to assess the PPPs in security service delivery at the regional level. The study aimed to examine the role of ARD&SC in security service delivery, the way this organs works with other actors in security was prior identified in this study. Further the study has discussed in details the factors affecting the PPPs in security service delivery at the regional level.

The study underscore how security of a country is one among the best ever resource of such country. In order for a country to develop must be at a position of utilizing country resources including security sector. To conceptualize the importance of this service someone ought to think just drawing attention of making economic investment for a country with fights. Reflecting from this study finding and various scholars' work who have strained their mind and time as well as resources writing on the PPPs in security field.

These scholars in line with this study show that the PPPs in security service delivery help to compliment the gap left by the government as a result of financial incapability. Results revealed that PPPs in other sectors has less tremendous impact if not well managed, but in security service delivery it demand more attention and monitoring arrangements from the government be it at National or Regional level. The findings from studied region show that the governments at regional level are not able to manage fully such PPPs in security service.

As the result unmonitored PPPs in the security field has caused impediments such as increase of external guards in the security industry. The increase of crimes in areas monitored by PSCs security service has been biased since the financial capability determine the service, and disclosed of the sensitive security information. Basing on the importance of Arusha region it could be better and good for PPPs security service to wait for further government arrangements, unless the government increases more

efforts in monitoring and controlling PSCs activities otherwise will jeopardize the security sector.

5.4 Recommendations

Basing on the discussion on PPPs in security service delivery, there is a need for partnership in security industry. Also results from the study field and all the way public private partnership is put into practice in the region studied, the following recommendations can be made:-

The results revealed that in Tanzania there is no Security Industry Association entrusted to register and monitor the activities of Private security companies. The findings from the study revealed many of the weakness in monitoring arrangements in Arusha regional security industry. The regional defense and security committee need to take more efforts to regulate the activities of the PSCs especially in the modern PPPs phase. The creation of Tanzania security industry association will form part of simplifying the work of the committee in which other issues will be managed by the association.

The PPPs in security service delivery should not take aside the government role in monitoring such threat partnership if not controlled accordingly. The regional Defense and Security Committee must participate fully on the areas of operation of the partnership otherwise the aim of such partnership in security will bear no impact in security service delivery. The monitoring arrangements through government legislation and Regional By -laws must include all public security partners at Regional level to control the activities of the PSCs not only directing them to police alone. The monitoring arrangements should base on recruitments, management and operational personnel, management and procurement of fire arms and maintenance of quality operational standards.

The uniform of the PSCs could be more better if are described in the government notice so that the citizens get knowledge on distinguished coloring of the PSCs besides looking non resemblance to government security force or of another PSCs within the region. The uniform differences among PSCs are recommended not to be

much so far in coloring as may be distinguished by symbols as to avoid too many guards' uniforms in the region.

The regional defense and security committee also must control PSCs wages and allowances. The committee should make sure that PSCs at the end of each month they should file their monthly salary accounts with the committee to ensure compliance with monitoring requirements of defending monthly earning of the PSCs Employees. The findings revealed in Arusha the PSCs security employees are paid very low salary compared to the nature and risk of the work. However, this is not for all PSCs there are few doing good in this arena. In this way the Committee will be at good position towards controlling the PSCs on unnecessary deductions from wages and allowances from guards to cater for their uniforms and other equipments that are used while on duty, such transfer of related cost should seriously be restricted and forbidden.

The findings from this study showed that the RD&SC has either no obligation or whether there is law ensuring the PSCs employees are taking appropriate insurance cover. In relation to the nature of risk involved in their execution of security responsibility the PSCs should be ensured against any risk. Therefore, basing on the findings it should however be mandatory for the PSCs to take insurance for their employees. This should be stipulated in legal framework to avoid the freedom existing to date. This recommendation calls for legal framework at national or regional level.

Furthermore, results show that the PSCs are not allowed to make any investigation be it criminal or else. Also from the findings of this study PSCs are exempted from prosecuting any matter to the ordinary court of law. The situation is not much controlled in Arusha region in which the private companies operates. To improve this partnership the regional security organs must establish close monitoring to the PSCs activities. This can be facilitated by ensuring PSCs report to the District and Regional criminal Investigation of any criminal matter arising at their location.

Furthermore, the findings revealed that, the PSCs must be employed from within that is from either Militia or National service, however what is happening in the field is

like “*Monkey freedom*” where very few PSCs are really observing such rule. The big numbers of the Employees of the PSCs are employed from non-Tanzanian whom might have double impact as far as security is concerned. The RD&SC in their totality must make sure they watch the PSCs at recruitment.

In line with the above findings it shows that as much as the owner and Directors of the PSCs are free to go outside the country the same as the employees of these PSCs are vagrant to travel or work to external. The RD&SC must control PSCs Directors and Employees travelling outside the country unless with permission from the IGP for the Directors and the PSCs must control their staffs travelling outside the country unless with prior permission of their Managing Directors who in turn must report to the IGP staff including the RPC and OCD.

The findings of this study revealed that the PSCs are requested willingly to surrender their employees fingerprint to the RPC for rechecking whether they had tried or have criminal offence earlier. This is actually another area of control mechanism and monitoring arrangements which the RD&SC members have had put aside. It's recommended that PSCs should be mandatory to bring either to Security Committee or police force with fingerprint and the quarterly staff returns

The training of the personnel in Arusha region is only carried distinguished by every PSCs discretionary the way he sees good and at anywhere reckon conducive. However, the findings of this study revealed that the RPC has been visiting them upon invitation to attend training closing ceremony. Training of PSCs must be controlled in which Directors must ensure that the training of their personnel is only conducted by certified institution and by certified instructors. The RD&SC must monitor always the training standard set prior by the IGP to avoid under and over training tallying to their nature of security support expected from PSCs.

The findings showed that the PSC activities are not really properly controlled and monitored at regional level. The RD&SC has just left too much responsibility to the RPC on control of weapons and ammunition. To maximize the safer environment in weapon owned by individuals and PSCs the RD&SC must set rule of checking

firearms held by PSCs every after some interval, the personnel using firearms must be trained according to the standards set by the IGP, and they need to be approved, certified and licensed as individuals by the RD&SC.

In this way the regulatory framework shall fall on the Police to ensure and confirm that any guard carrying a firearm is indeed licensed to do so. In this case the PSCs guards carrying fire arms must make sure he keeps with him at all times his license. The RD&SC also need to ensure that an arms register is kept by every PSCs and that is updated and the returns on firearms and ammunition get filed to the committee every month. Also all movement of fire arms within the Region for either repair or deployment must be undertaken under permit issued only by the IGP, RD&SC, RPC and OCD.

The law governing the registration and operation of the PSCs in the country must be reviewed to address security focus of the government. The current legal framework is not tightening enough the private security operations in the region and the country in general. The currently Police and Auxiliary Act need to be reviewed and separate them so as to increase more control on the PSCs. There should be police act independently and auxiliary act too. The National Council Act No 8 of 2010 is weak where it does not clarify enough on the power of these committees over PSCs Through these legal reforms all these gaps will be taken into body.

The Defense and Security Committee at Regional and District level must collectively have full autonomy over control and monitoring on the operation of the PSCs. These are committee mandated to control all issues concerned security in their areas. The way the oversight PSCs to date is not impressing. They need to get more close and control over each and every thing concerning the PPPs in security service delivery. The committee members collectively must get close in controlling all activities of the PSCs.

The public security actors in the region must design the best way of making proper collaboration with the PSCs like in every Car stations one police should be posted again to the PSCs Control Room. The researcher recommends that despite the few

number of police officers and immigration, at least one from each department must be deployed in every PSCs office to monitor their activities. The freedom these PSCs enjoy to date is very easy to jeopardize the security of the region as well as the country in general.

The Defense and Security committee must oversight all of the recruitment process of the employees of the PSCs driven by restriction on employing non –Tanzanian and only those who have not attended from National service or Militia training. The findings of this study showed the regional committee had agreed on how these PSCs must recruit and left the follow up to the RPC. It is that recommends that despite such committee efforts there is still a need to involve all stakeholders from the committee at regional level in the recruitments and training of the PSCs.

The Regional Defense and Security Committee ought to design a best way to attach one Police and Immigration officer at PSCs officers to act as watch-dog on the activities of the PSCs. As many PSCs as observed in the study are owned by external subscribers. This means there is more threat of those operating these companies to have double motive of which one might danger the regional and national security as well.

The Regional Defense and Security Committee should prepare monitoring arrangements towards controlling all movements of PSCs vehicles and see what is within, this will reduce robbers who take PSCs for granted using the cover of PSCs. The current situation is not actually good where many of the PSCs cars moves in the region day and night where no bad knows whether they are robbers or not. There is high possibility as researcher observed in Arusha region for bad people with bad intention to hire such PSCs vehicles and execute robbery without being or noticed too late.

Therefore, PPPs is actually the modern approach which the government uses in provision of services to her people however PPPs in security service is prior to close monitoring arrangements as far as security sector is the centre of magnitude of all other sectors in the country. Therefore security monitoring in the region must touch

the above recommended discussion and it should be harmonized by all members who are stakeholders of the security and only the Regional Defense and Security Committee.

5.5 Policy implications

The involvement of private actors in security management through the so called PPPs is widely seen as having an important role in supporting the government in security spending. For that reason, appropriate measures are important to be drawn from PSCs influence proper security management and result good security service delivery. Moreover, better monitoring arrangements of PPPs in security field reduce the possibility of destructing country or Regional security. Generally speaking, any government would like to manage and monitor the PPPs in security service delivery. Therefore the following policy implications are suggested to be taken into body when preparing a new and comprehensive policy in PPPs in security matters.

The policy should state clearly who is the police and who is the Auxiliary police distinguished from current policy in which the responsibilities of these groups must be spelt too, the policy should show clearly who is eligible to be employed by the PCSs to cater the above factors affecting the provision of security service through PPPs, the policy must put stress on monitoring arrangements of PPPs in security rather than just getting stakeholders in partnership losing the activities and outcome of such partnership unmonitored.

The government should formulate proper PPPs in security policies accompanied by the enabling Regional and District legislation. The Regional Defense and Security Committee also should formulate the by-laws which are up to date by involving all necessary stakeholders in security industry in order to regulate the operations in proper security partnership in the Regional level.

5.6 Areas for Further Studies

The main objective of this study was to assess the PPPs in security services' delivery in Arusha region. It focused to examine how Regional Defense and Security

Committee plays role in security service management, the private actors and role they played and how ARD&SC collaborate with private actors, also the challenges of PPPs in security service delivery and monitoring arrangements of PPPs in security service delivery was covered in this study. The study effectiveness in ARD&SC members was focused with specific reference to RPC where majority of police staffs and few selected PSCs was studied.

The finding revealed the role played by ARD&SC in security service provision, the private actors involved and their role in security service in the region however despite of the challenges of PPPs in security service delivery this study underscored need for proper monitoring arrangements of the RD&SC at the regional level.

The researcher recommends that future researchers to be undertaken on investigations on the impacts of PPPs in security service delivery, the guarantee of PSCs in community security service delivery and the decline of security as result of PPPs in security industry.

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APPENDICES

APPENDIX: I

INTERVIEW GUIDES FOR DEFENCE AND SECURITY COMMITTEE OFFICERS, THE REGIONAL POLICE FORCE AND PSCs

INTRODUCTION

My name is Augustino I Mbele; University student pursuing master of public administration at Mzumbe University, one among the requirements for the award of my master degree is to conduct a research and report the findings. As far as the research is required I have been undertaking my dissertation initially stages since July, 2016 to date and now I need to have relevant data from you through a set of questions, kindly request you to respond them accurately and correctly. Your contributions will be highly recognized and appreciated which at the end shall meet the targeted aims.

PART A. GENERAL QUESTION

1. Which position are you holding?

- i. Regional Commissioner ()
- ii. Regional Administrative Secretary ()
- iii. Regional Security Officer ()
- iv. Regional Militia Advisor ()
- v. TPDF Unit Representative ()
- vi. Regional Police ()
- vii. Regional Immigration Office ()
- viii. Regional Prison Officer ()
- ix. Police staff in the region ()
- x. PSCs Selected staffs ()

PART B: QUESTIONS ON SPECIFIC OBJECTIVES FROM ALL SELECTED POPULATION OF STUDY

i. The questions for Arusha Regional Defense and Security Committee

Role of the committee in mgt and provision of security service	PA & Roles in SS Delivery	Collaboration btn actors	Factorts affecting PPPs in SS delivery
<p>1. Do you have any role in security service in the region YES/NO. IF, YES, Explain how? IF, NO. Provide the reasons behind.</p> <p>2. How do coordinate and monitor private security in the region?</p> <p>3. Do you think the PPPs in SSD is supportive to ehencing security service in the region.</p> <p>4. Have you introduced any by-laws related to PPPs in SSD in the region? IF, YES, do you think they are favourite to effective SSD through PSCs in the region?</p>	<p>1. How many PSAs responsible for SSD are working in your region?</p> <p>2. Do you think the PSA plays role effective in SSD? IF, YES. explain their role</p> <p>related to SSD in the Region</p> <p>3. Do their roles have implication to effective SSD in the region? IF, YES, Explain them?. IF NO, why?</p> <p>4. In your opinion ,do you think PSCs have enough capacity (finance ,human re source and equipments)?. YE/ NO Explain</p> <p>5 . Does the capacity of influences effective SSD?. YES/NO IF,</p>	<p>1. Do you cooperate with PSAs in SSD? . YES/NO Explain how and</p> <p>2. How does the cooperation support SSD in the region?</p>	<p>1. What do you think are factors affecting the PPPs in SSD?</p> <p>2. The presence of PSCs in SSD has it affected the Security industry in the region? If YES/NO explain how</p> <p>3. What are the efforts impleme nted by the ARD&S C in addressi ng the factors?</p>

<p>IF,NO,what are their weakness? IF YES what are they?</p> <p>5. Does the by-laws,policies and legislations for PPPs in your Region influence SSD in he region ton?IF,YES.Explain how. IF,No,On your opinion what make them being not supportive ?.</p>	<p>YES,How does it Contribute to effective SSD your region? IF NO,why?</p>		
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ii. Interview Questions For Police Staffs in Arusha Region

Role of the committee in mgt and provision of security service	PA & Roles in SS Delivery	Collaboration btm actors	Factorts affecting PPPs in SS delivery
<p>1. Do you have any role in coordination of PPPs in SSD in the region?</p> <p>2. Do you think the structure of PPPs in SSD is supportive to the region security YES/NO. IF, YES, Explain how? IF, NO. Provide the reasons behind.</p> <p>3. Do you have any role you play in the supervision and mgt of SSD through PPPs in the region?</p> <p>4. Is there any legislation or policy governing PPPs in SSD in the region? If YES point out.</p>	<p>1. Does the PSCs have any role in SSD in the region?</p> <p>2. Have you introduced any by-law related to PPPs in SSD in the region? YES/NO IF, YES, In your opinion do you think the by-laws are supportive to SSD?. IF, NO what is the weakness of the by-laws?</p> <p>3. How the PPPs in the SSD in the region affects the task of the armed forces in the region?</p>	<p>1. How many PSCs responsible for SSD are working in your region?</p> <p>2. In your opinion do you think PSCs have enough capacity (finance ,human resource and equipments) for SSD? IF , YES. How do they contribute to effective SS?</p> <p>3. Do you collaborate with PSCs in SS provision in the region? IF, YES, How does the cooperation contribute to SS in the region?</p> <p>4. What are the monitoring arrangements of PPPs in SSD in the region?</p>	<p>1. Does legislation and policies governing SSD favourable to PSCs for effective SSD in the region YES/NO IF, YES, Eplain how are they favourable IF, NO, Why?</p> <p>2. Do PSCs comply to the by-laws ,policies ,directives and legislation on SSD? YES/NO IF YES, How do they comply? IF NO, Why don't they comply?</p> <p>3. What are the factors affecting the provision of SS through PPPs in the region?</p>

iii. Interview Questions For Selected PSCs Staffs

Role of the committee in mgt and provision of security service	PA & Roles in SS Delivery	Collaboration btm actors	Factorts affecting PPPs in SS delivery
<p>1. How does the ARD&SC help in the provision of Security work in the region?</p> <p>2. Does the structure support PSCs ?YES /NO IF,YES ,How does it supportive to your PSCs for effective SSD? IF,NO.In your opinion what do you think are the problems with the structure?.</p> <p>3. .Point out any legislation,by-laws and policy governing your PPPs in SSD?</p> <p>4. Are you involved in making by-laws related to SSD ?YES/NO IF,YES.How do your involvement helps PPPs in effective SSD? IF,NO.Why you are not involved?</p> <p>5.Do you comply with the by-laws ,policies as well legislations related to SSD?YES/NO</p> <p>5. Do you think that the by-laws are supportive to PSCs in SSD? IF,YES.explain the their cotribution to effective SSD in the region? IF,NO.What do you think is the problem with the by-laws ?</p>	<p>1. Do have any role you play in SSD? YES/NO IF /YES. How do you play such roles support your region in SSD? IF NO.Why are you existing. IF,YES,what are they? IF,NO, what is the weakness</p> <p>2. Have the PPPs in security service delivery influence the decrease of criminals' cases? Explain how?</p> <p>3. What are security roles which you are allowed to play?</p> <p>4. What are the security roles you are restricted in the region?</p>	<p>1. Do you cooperate well with PSA in the region, in SSD? YES/NO IF YES, How does the cooperation contributes to SSD in region? IF NO, What do you think are the reasons of not cooperating with you in the region?</p> <p>2. What are the specific areas of cooperation between your companies and the regional public security actors?</p>	<p>1. Does the PSCs have enough fund ,equipment and human resource important for SSD in the region ?YES/NO IF,YES. How are they helpful in effective SWM?</p> <p>2. What are the factors do you think jeopardize your operation in the PPPs with focus of SSD?</p>

7. What are the legal framework guiding the PPPs in security service in the Arusha region?

- a)
- b)
- c)
- d)

8. How do you measure the quality of security service after the introduction of PPPs in the region, has it improved and why?

YES () NO ()

- a)
- b)
- c)
- d)

9. What are the factors affecting the security service delivery in Arusha through the use of PPPs?

- a)
- b)
- c)
- d)

10. What are monitoring arrangement of the PPPs in security service delivery implemented at your office in the region?

- a)
- b)
- c)
- d)
- e)
- f)

Thank you for filling this questionnaire

9. What are private actors and what roles really do they play in provision of the security services in the region.

a. Identified private actors

- (1)
- (2).....
- (3).....
- (4).....

10. What roles do they play in the provision of the security services in the region?

- a.
- b.
- c.
- d.

11. Is there any corroboration between Arusha Regional Defence and Security Committee and private actors in provision of the security services in the Region?

(YES)..... (NO).....

If yes what are such corroboration

- a.
- b.
- c.
- d.

12. What challenges does Arusha Regional Defence and Security Committee face in the effective provision of security services through the public private partnership?

- a.
- b.
- c.
- d.
- e.
- f.

13. What do you think can be done to overcome such challenges for the better public private partnership in security services delivery in the region?

- a.
- b.
- c.
- d.

14. Is there any monitoring arrangements implemented by Arusha Regional Defence and Security Committee towards private security Companies? If yes, what are they really?

- a.
- b.
- c.

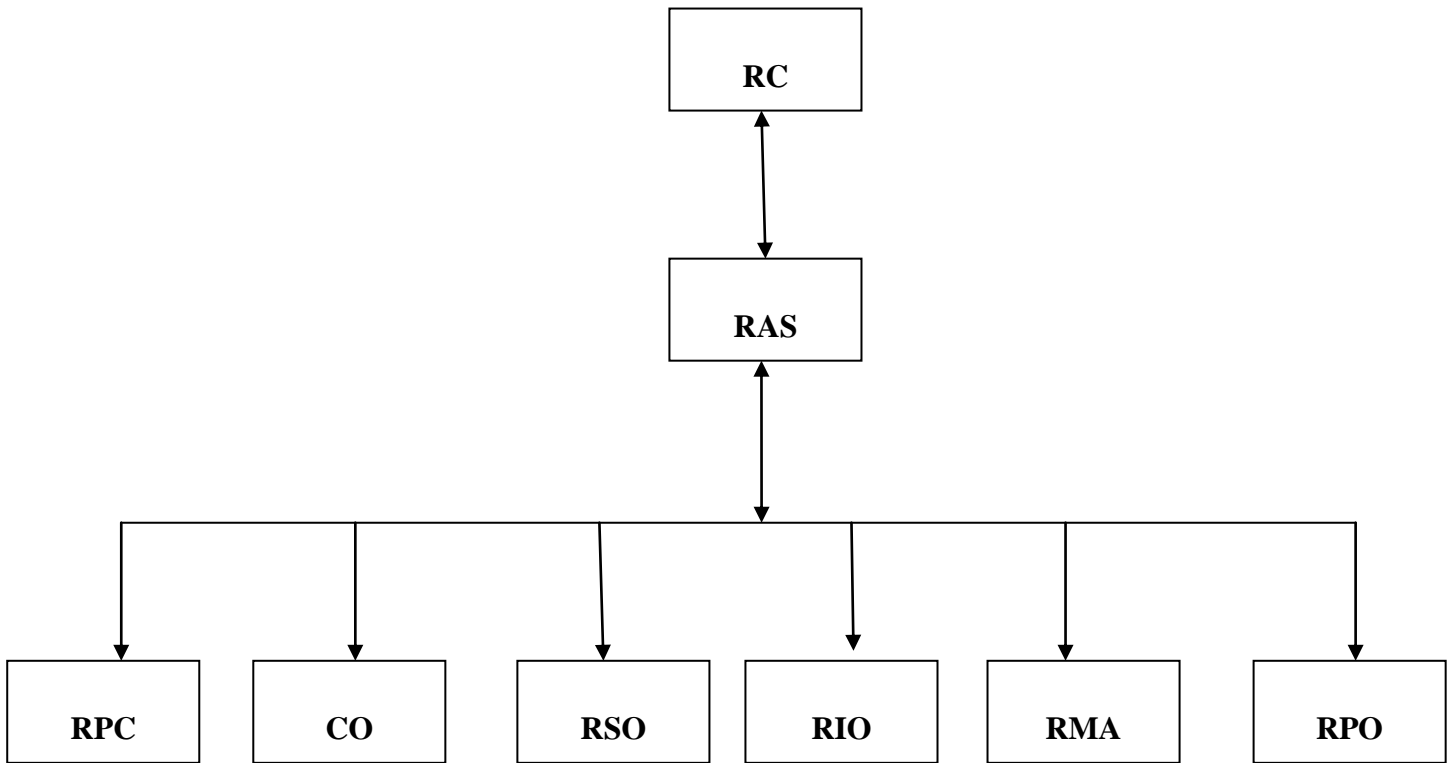
15 What are the legal framework guiding public private partnerships in security service in Arusha Region?

- a.
- b.
- c.
- d.

Thank you for filling this questionnaire

APPENDIX: IV

THE STRUCTURE OF THE ARUSHA REGIONAL DEFENCE AND SECURITY COMMITTEE



APPENDIX: IV

THE OBSERVATION KIT FOR SECURITY SERVICE UNDER PPPs

S/NO	WHAT TO OBSERVATION	WHERE TO OBSERVE
1.	Technological capacity	Car station flow of communication, at office and housing configuration security devices
2	Equipments	Vehicles and Radio call, alarms and detective dogs
3	Buildings and housing	Office residing
4	Collaboration among actors	ATMs service, and CIT service
5	Financial Capacity	Nature of cars used, motorcycle ,Uniforms, shoes and modality of dressing