



**COLLEGE OF ARTS AND SOCIAL SCIENCES (CASS)  
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MASTERS IN SECURITY STUDIES**

**PRIVATE SECURITY COMPANIES AND THE  
DETERRENCE OF TERRORISM: A Study of  
Business Houses in Kigali City-Rwanda**

A dissertation submitted in partial fulfillment for the award of a master's degree in Security Studies

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**May, 2019**

**APPROVAL**

**AUTHORISATION TO SUBMIT THE DISSERTATION FOR EVALUATION**

I, undersigned, Dr Innocent NDAHIIRIWE, hereby testify that under my supervision, Mr Claver NZEYIMANA has successfully completed writing his MA Dissertation titled PRIVATE SECURITY COMPANIES AND THE DETERRENCE OF TERRORISM: A Study of Business Houses in Kigali City-Rwanda.

Therefore, he stands with my authorization to submit required copies to the Administration of CCM for evaluation.

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## **DECLARATION**

### **Declaration of the candidate**

I hereby confirm that the present thesis research is my original work and that the present document hasn't before, either entirely or partly, been submitted to any academic institution for the purpose of obtaining an academic qualification.

**Claver NZEYIMANA**.....

Date.....

## **DEDICATION**

I dedicate this study to my dear wife Odette MUKAGATERA who has always been a source of strength and inspiration, to all my friends and colleagues who helped to make this research.

## **ACKNOWLEDGEMENTS**

First of all, my special thanks go to my Father in heaven for my life and in deed to Rwanda National Police (RNP) for tireless investment made in me and whose contributions helped me to bring this research into a reality. I also extend my gratitude to my wife Odette MUKAGATERA who devoted her precious time in moral and psychological support, especially during the collection of data which led this study to conclusive results

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Finally, let me thank my large family for the constant love, honorable courage and support.

May God bless them all.

## **ABSTRACT**

This study evaluated the role of Private Security Companies (PSC) in deterring terrorism, taking business houses in Kigali City-Rwanda as case study. It analyzed the role of the PSC in deterring terrorism-related cases in the same mentioned area, the measures adopted and implemented by the PSC to deal or lessen terror acts together with the hindering aspects with view to ascertaining whether PSC are responding to the threat effectively and hence producing recommendations.

The study approached purposely selected resourceful persons in the Department of Staff charged with proposing and implementing policies within the PSC and the guards on ground in charge of daily guardianship. This is because these are the major actors in charge of internal security of the business houses which have been identified as soft target of terrorist acts.

The present thesis research analyzed the level of competence of the staff in the fight against terrorism in business houses of Kigali City-Rwanda. Among the measures adopted by PSC to deter terrorism in business houses of Kigali City, the checkup on entrances and monitoring the inside movements have been enhanced.

The in-depth assessment of the counter-terrorism measures implemented by PSC indicates that the measures have promising results overall. The mechanisms applied have greatly contributed to make sure that terror acts are downplayed then security of business houses is obvious. However, some of these mechanisms are convenient to the already existing terror threats but need to be improved.

**Key words:** Private Security Companies, Terrorism, Business Houses, deterrence.

## LIST OF ACCRONYMS

ACSRT	the African Center for the Study and Research on Terrorism
AMISOM	the African Union Mission in Somalia
AQ	Al-Qaeda
AQAP	Al-Qaeda in the Arabian Peninsula
AQIS	Al-Qaeda in the Indian Subcontinent
AU	the African Union
CBRN	Chemical, Biological, Radiological, or Nuclear
CT	Counter-Terrorism
DRC	the Democratic Republic of Congo
EAC	the East African Community
ECCAS	the Economic Community of Central African States
ECOWAS	the Economic Community of West African States
FDLR	the Forces Démocratiques de Libération du Rwanda
GCTF	Global Counter-Terrorism Forum
IS/ISIL	the Islamic State or Islamic State and Levant
ISIS	the Islamic State of Iraq and Syria
MIDIMAR	Ministry of Disaster and Refugee Affairs of the Republic of Rwanda
MNJTF	Multinational Joint Task Force
OAU	Organization of African Union
Res	Resolution

RDF	Rwanda Defense Force
RIB	Rwanda Investigation Bureau
RNP	Rwanda National Police
SNA	Somalia National Army
SPSS	Statistical Package for Social Sciences
UK	the United Kingdom
UN	the United Nations
UNESCO	the United Nations Educational, Scientific and Cultural Organization
UNSCR	the United Nations Security Council Resolution
UR	University of Rwanda
US/USA	the United States of America



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# **CHAPTER ONE**

## **GENERAL INTRODUCTION**

### **1.1. Overview**

Chapter one is about the research backdrop, expression of the problem, the aim of the research and its questions. In addition, chapter one gives an impact of the research topic and concludes by specifying the scope, its structures and restrictions.

### **1.2. Study Area**

In establishing the coverage of Private Security Companies in deterring terrorism, the study gave a sharp focus on terrorist attacks in the business houses in Kigali City-Rwanda. The study further specifically focused on mechanisms, measures, implications and challenges to address an issue in case of terrorism. Hence, in this work, the main objective is to analyze the private security companies capabilities in deterring terrorism in the business houses in Kigali City and the way they cooperate with the public security organs in case of terrorism-related detection.

### **1.3. Background to the Study**

The threat of terrorism is not a new trend; rather it is new in matters of international relations according to Jenkins (1974:56). Terrorism is considered as old as humankind according to Cronin (2003:87); nevertheless, it is keen to note that the contemporary kind of terror took source from the French revolution, when terror was used to crash enemies of the regime. According to Hoffman (2004:834) and to Shughart (2006:131), they both agree that the term terrorism has been made popular at the time of the same French revolution. They argue that at that time terrorism used to be adopted for the sake of restoration of peace by the insurgents who were not favored by the regime.

As for Hoffman (2004:821) terrorism could be adopted in a way that violence could produce a panic mood amongst the population for the purpose of gaining a certain political

interest. A point to note is that terror-related acts are most of the time unlawful and their impacts cost lives and annihilation of material goods.

According to Ganor, B. (2009:42) global terror raised up the fatality level; due to advanced technology using new model weapons, belief-led inspiration and the global operability. Drawing from perpetrated cases, it seems obvious that this threat is more dangerous and may take time at anywhere anytime. It has been proved by policy makers and academicians that, globally, terrorism nowadays seems to be the utmost danger to human life. Reactions to terror assaults vary and change greatly considering the nature of attack perpetrated, most likely in the case of the al-Qaeda 11<sup>th</sup> September 2001 attack on World Trade Centre and the Pentagon.

The above mentioned terror acts targeted hardly figurative sites, matching with the abovementioned meaning of terror, that involves threatening a watching innocent group of people by hurting them. The skyscrapers of the New York City are taken as the figures of the USA's influence and power while the Pentagon building symbolizes the USA's martial supremacy though it hosts USA Defense Department. The outcomes of those terror assaults were tremendously grave, not only upsetting the USA but also the Western World to a high level (Rick Advisory Group, 2014: 18).

In September 2013, Kenya experienced another horrendous attack after four gunmen killed over 70 people in the Westgate shopping mall. It was at midday of 21 September 2014, where Al-Shabaab activists assaulted the Nairobi's renowned shopping Centre, using hand grenades and shooting at customers arbitrary. In December 2013, unidentified militants staged a successful attack on a bar in the beach resort town of Diani, 30km south of Mombasa. That same month, militants launched a failed grenade attack on a tourist vehicle in Mombasa (MAINA, BARBARA WANJIKU, 2014: 3).

Recent incidents have demonstrated that Rwanda remains vulnerable to terror threats. Since 2009, Rwanda has experienced several sporadic terror grenade attacks. These attacks targeted people in crowded areas such as car parks and markets mainly in Kigali (MIDIMAR, 2015; US Department of State-OSAC, 2016; UK Government, 2016: 2).

For instance, one grenade exploded on Kimironko Taxi Park in March 2013 and another grenade was detonated in Nyabugogo market in July 2013, while two other grenade attacks targeted Kicukiro market in September 2013 (RNP, 2016:12; UK Government, 2016: 5).

Since 2015, Rwanda has faced more terror acts seemingly identified as radicalization among the Muslim community. About 44 defendants have been detained in relation with deeds of Islamic radicalization performed in other areas of the Rwanda, including Rubavu, Rusizi, Nyagatare and Kigali. Several of them have appeared in court (Mbaraga, 2017; Ludovica, 2016; Kanamugire and Kagire, 2016) cited by JMV TWAGIRAYEZU (2016: 3).

As for “private security company” terminology, it is confusing. Its definition tends to have a mercenary implication like if it is a private military company according to Holmqvist (2005:5–6). For this matter, the general terminology of private military or security company seems to be used most of the times, with reference to a general industry which is not state-owned, operating in a state-like military and/or security service. This definition includes different things like intelligence, logistics, risk analysis, training, know-how and equipment according to Small (2006); Avante (2004) and Whyte (2003: 34).

According to Bayley and Shearing, advanced countries like the USA and other Western countries attained a cut-off point in terms of crime management in the 1960s. This is when the monopoly of the States about policing was wrecked by the formation of non-public and community-based organizations to prevent and investigate crime, discourage criminality, catch law breakers as well as to bring a conflict to a halt (Bayley and Shearing, 1996:67).

Like any other state around the world, Rwanda has a responsibility to protect its citizens and this is mandated by the Constitution of the Republic of Rwanda of 2003 as it was revised (Art 24). Consequently, the State has established adequate defense and security organs mandated to prevent and effectively counter threats which might endanger people (Constitution of 2003, Art 158):

The State has the following defense and security organs:

- 1°. Rwanda Defense Force;
- 2°. Rwanda National Police;
- 3°. National Intelligence and Security Service



A law may determine other security organs.

National defense and security organs collaborate and coordinate their activities in fulfillment of their responsibilities.

A presidential order determines the manner in which these organs collaborate and coordinate their activities.

#### **1.4. Statement of the Problem**

A number of studies have been carried out looking at the working conditions of private security guards particularly in the developed nation states like the United Kingdom. For example, Viscussi and Khan (1979:124) argue that there is a considerable converse link between earnings and incomes in the security industry workplace. On the African continent, Ritchie and al (2007:89) offer an insight into the poor working conditions of guards in the Southern African region.

The private security companies are expected to deter terrorism-related cases but they are not self reliant as they have no appropriate equipments and training. Their capabilities are limited to detection and maybe reporting. Therefore, the close cooperation with public security forces would be highly needed especially in case of terror-related detection. The coming up of private policing took Private Security Companies emergency as an option and/or a complementary actor to the in-place state security. The key player in all these security companies is the sentinel. Sentinels perform a number of tasks such as supervision, guarding, patrolling, and surveillance together with responding to emergency situations. When on duty, most of their working day is spent on patrolling the workplace, denying and/or allowing any access to as well as monitoring what is being done around the premises of their area of responsibility. Most of them work for long hours per day which is not matched with their monthly payment. It is obvious that such working conditions are not conducive for effective service delivery (MURUNGA, P., 2011:1).

According to the terror history, some terror attacks have been targeting business houses. The protection of most of those business houses fall under PSC among other responsibilities. However, in the essence of “better prevent cure”, it would be very notable to think about mechanisms of PSC to deter the dangers of terrorism. Providing security continues to remain an

essential challenge to many nation-states encountering emerging threats including organized crimes and terrorism. In this regard, Rwanda as well has not been proved safe from the aforementioned threats.

In Rwanda, terrorism has had wide-ranging effects; terror grenade attacks have claimed the lives of many people and been injured. The Police report (2016) recorded 29 cases of grenade attacks since 2009; 17 people lost their lives while 407 were wounded. Also, the recent Islamic terrorism threat has caused more fear, uncertainty and anxiety especially within the Muslim community (Kanamugire and Kagire, 2016:13). Although the extent of the damage is not yet known, terror grenade attacks have destroyed some of the public infrastructures. Examples highlight markets, parks and memorial sites which attracted private and government-owned resources to repair.

The occurrence of terrorism in Rwanda has raised concerns about the possibility of future incidents. Terrorist groups undermine State capability to assert authority and enforce order within its own borders, leaving citizens vulnerable to more shocks and dangers (Rotberg, 200:4). To effectively protect the country from the dangers of terrorism, counter-terrorism must be proactive, looking ahead, forward planning and thinking preventively. This study therefore argues in favour of proactive counter-terrorism in order for people to be adequately protected. Appropriate strategies to achieve proactive counterterrorism would include adequate preventive and deterrence mechanisms.

As East African country member state, considering the cases of terrorism which took place in Kenya such as the one of September 2013 against the Westgate mall and other subsequent terror attacks that took place within this country, this brings the purpose of this research to analyze the role, mechanisms and challenges of the PSC in Kigali City-Rwanda to deter the effectiveness of terror attacks in business houses or mitigate as maximally as possible.

The essence of this research paid much attention on the working conditions of the guards and the effectiveness of service delivery in deterring terrorism within business houses of the Kigali City-Rwanda. Again, taking into account the previous terror grenade attacks in Rwandan some years ago, this draws attention that if the same cases happen in business houses at Kigali

City, what would be the role of any private security company that would be guarding the same house?

## **1.5. Research Questions**

The research questions must be stated in question form and in a way that they are synchronized with the research objectives. This study will be guided by the following research questions shall guide the flow of this study.

### **1.5.1. Overall research question**

How do PSCs handle terrorism-related cases in business houses particularly in densely populated urban areas?

### **1.5.2. Operational research question**

The study endeavored to respond to the next specific queries:

1.5.2.1. How is the training capacity of the Private Security staffs in countering terrorism?

1.5.2.2. What are the challenges faced by Private Security staffs in deterring terrorism?

1.5.2.3. What are the measures and mechanisms in place to handle a case once detected?

## **1.6. Objectives of the Research**

The present study about” private security companies and the deterrence of terrorism” is divided into two objectives, the main objective and the specific ones.

### **1.6.1. Main Objective**

The main objective of the present study is to analyze the role played by the PSC in deterring terrorism-related cases in the business houses at Kigali City.

### **1.6.2. Specific Objectives**

As a breakdown of the main objectives, the following are the specific objectives of this study:

1.6.2.1. To analyze the quality of training in deterring terrorist acts by Private Security staffs in business houses at Kigali City.

1.6.2.2. To analyze the problems or challenges of deterrence of terrorist cases by the Private Security Companies in business houses at Kigali City.

1.6.2.3. To identify measures and mechanisms in deterring terrorist cases in the business houses.

## **1.7. Significance of the study**

The present study involved an assessment which may guide PSCs in future and the anti/counter-terrorism policy and strategy review. This work will present an empirical examination of the role to be played by the PSC in deterring terrorism in the business houses of the Kigali City-Rwanda. Thus, the study will also identify the causes of terrorism in Rwanda, the challenges and the measures adopted and implanted by PSCs to prevent terrorism-related cases. However, the study was significant to the researcher, to the UR community, and to the PSCs.

## **1.8. Scope and boundaries of Study**

This research is limited on the role of the PSC in deterring terrorism in business houses at Kigali City-Rwanda. The work covers the entire area within Kigali City borders. This study mainly focuses on identifying the measures and mechanisms to deter terrorism; to analyze the level of deterrence by PSCs in business houses at Kigali City-Rwanda, from 2010 up to 2018.

## **1.9. Structure of the study**

The structure of the dissertation displays its different chapters, subchapters, sections and subsections. This work is subdivided into five chapters so far.

The chapter one is the preface that comprises the background of the study, statement of the problem, research questions, objectives and significance of the study; scope, limitations and the structure of the study.

The chapter two discusses the literature review which includes the definitions of some terms and other writers that have written to the topic understudy.

The third chapter presents overview of methods and techniques that are used in data analysis and collection, the population understudy, sampling techniques used during the research period.

The fourth chapter highlights the presentation of data, data analysis as well as interpretation on the gathered information and data from the field. The findings include analysis of the main challenges existing in the business houses as well as anti/counter-terrorism level of protection, implications and deterrence measures and mechanisms to be adopted by Private Security Companies in response to the heightened terror attacks.

The final chapter presents the summary of findings, recommendations, conclusion and other suggested areas for further research related to this study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

This chapter mostly focused on the research that related to the present study, relevant materials in terms of literature that have been used on the topic under study. Relevant literatures from different authors on the study are mentioned. It also included internet material. The researcher attempted to bring out the key issues and concepts underlying the Private Security Companies and the Deterrence of Terrorism in Kigali City-Rwanda as put forward by different authors on the variables of the study.

#### **2.1. Understanding the threat of terrorism**

The discourses on terrorism are varied. For better understanding the threat of terrorism, this section explains the concept of terrorism by giving its meaning, history, forms and causes.

##### **2.2.1. Terrorism definition**

Terrorism term was derived from the French word “terrorisme”, the latter taking origin from a Latin word “terrere” meaning ‘to frighten’. The term took its modern form of ‘terrorism’ in the late 18<sup>th</sup> century (Jeffrey, 2003:24). Terrorism is the use of violence or threats of violence by individuals or groups against persons or property. Terror activists hunt for achieving their set objectives by creating terrifying situations such as mass killings, kidnappings, hijackings and bombings. It has been observed that sometimes some states use terror against their own or other side populations, but international law did not classify this case as real terrorism. Most violence extremists disagree with the appellation of terrorists; instead they describe themselves as freedom fighters and/or against injustice (UNESCO, 2012:13).

##### **2.1.2. History of terrorism**

Even though terror attacks and losses emanating from terror assaults slowed down worldwide according to an evaluation conducted in the year 2016, ungoverned territories continued to be exploited by terror groups; the latter also did not cease to undertake attacks

around the world. For example, the Islamic State of Iraq and Syria (ISIS) remained the most powerful terror threat to global security. It has other 8 branches and numerous undercover networks operating beyond the group's recognized location of Iraq and Syria territories. ISIS did not stop to commit atrocities against communities with different beliefs from theirs. These include Shia Muslims, Kurds, Christians and so many others.

As for Al-Qaeda (AQ) and its regional affiliates remained a threat to the US homeland and their interests abroad despite the counter-terrorism efforts of the USA and their partners all around the globe. Hezbollah, a terror group sponsored officially by Iran Republic continued to threaten the USA interests and their allies like Israel.

In Africa, Boko Haram and ISIS-West Africa continue to operate around the basin of Lake Chad. Even though the Multinational Joint Task Force (MNJTF) was formed to fight these two terror groups, no sustainable and reliable result has been achieved. Their cohabitation with the Republics they operate in is unquestionable according to Milton D (2016:31).

In the horn of Africa, Al-Shabab still remains an everlasting burden on the head of Somalia and its peripheral state-nations. An African Union Mission in Somalia (AMISOM) was formed but still the terror group remains in its initial locations within Somaliland and continues to carry out attacks within and beyond the country. The Somali National Army (SNA), has been able to hold key areas in rural side especially at the south-central of Somalia but Al-Shabab has its own controlled areas on the East where they are free to recruit and train to expand their operations.

On side of the Sahel region, the French Forces in collaboration with the UN Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) tried to provide a measure of stability and security in the North of Mali but still terror groups operating in the same area are not yet defeated. That means that the stability and security brought by MINUSMA and French Forces are not sustainable(<https://www.foreignaffairs.com/articles/2017-01-31/isis-breaking-apart>, accessed on 31<sup>th</sup> January, 2019).

In the Western world, they were not privileged from the threat of terror. This is proved by attacks on public spaces and other soft targets, sometimes using unsophisticated means and methods, which resulted into mass casualties. On 14 July 2016, in France specifically in town of Nice, a terror attack was conducted by a Tunisian residing in France and 86 dead bodies and

hundreds of injured were reported. To achieve his objective, the attacker used to surprise people who were celebrating the France's national holiday known as the Bastille and drove a 19-ton cargo truck through the crowds gathered on a seaside. Fortunately, the police shot him not later than the time he finished to accomplish his mission. Likewise, on 19 December 2016, ISIS claimed to have been attacked and killed 12 persons in Berlin by a truck attack, the capital city of Germany while the victims were crowded in a Christmas market.

In ancient times, terrorism used to be conducted openly during the Spanish Inquisition and the French Revolution by applying a sort of torture, arbitrary arrests and execution in order to punish those opposed to Christianity. By 1850s and above, terror was used in Russia, USA and Western Europe as a way of enforcing political and social change through assassination of government officials by revolutionary groups. A number of leaders such as presidents, prime ministers and kings have been killed in this way by use of guns or bombs from 1865 up to 1905 (Jenkins, 2015:64).

The above literature shows that most of the terror groups operating on this planet of ours originate from Muslim countries. Another research on why their origin is from there could be undertaken by other researchers to see if Muslim religion has some impacts on the emerging terror groups.

### **2.1.3. Types or forms of terrorism**

Several sources have analyzed and defined terrorism in dissimilar ways. The first distinction is between domestic and international terrorism. The domestic terrorism refers to aggressive actions committed by a small numbered group of people against their own state, or against its populace and/or property without any foreign influence for the purpose of instilling fear on a government or population as a strategy designed to achieve its objectives. As for the international terrorism, it refers to a kind of terror perpetrated within a foreign country by terrorists who are not native of the same country (Khawla, 2010:33). Another type is political terrorism which is a kind of violence committed by non-state actors aimed mainly to create fear in the community, with the purpose of reaching political objectives like conquering the on-place leadership.



#### **2.1.4. Main causes of terrorism**

Terrorism causes have been extensively discussed; however, no confirmed list of causes has been agreed on. Some common causes noted by different scholars in line with counter-terrorism branch include ethno-nationalism, political grievances and religion. Ethno-nationalism has been widely identified as the major one. Many nations with authoritarian regimes have created avenues for the formation of political dissident groups which resort to violent means and methods to attain their objectives (Marijke, 2003; Grothaus, 2011:82).

Socio-economic conditions have also been demonstrated as major factors that contribute to terrorism. Poverty and education have been identified as fundamental drivers of terrorism. Disadvantaged individuals and groups tend to resort to violent methods as alternative means to address their problems, though this cannot in itself justify terrorism. The only real way to mitigate this type of terrorism is to adopt a counter-terrorism strategy that can alleviate socio-economic conditions influencing people to resort to terrorism practices (Kishore, 2016).

#### **2.1.5. Media Framing and Terrorism**

Collier observes that through frames, apparently scattered and diverse events are understood within regular patterns. Few examples at random occurred within the last few years, where terrorism frame can be used to explain the nightclub attack. Examples are the Chechen rebels who held hostages in the Moscow theatre, the suicide bombers in Tel Aviv, the bombing of Israeli tourists in a Mombasa hotel and the capture of communist insurgents in the Philippines. The terrorists and anti-terrorists frame allows us to sort out, categorize, interpret and evaluate such conflicts, without knowing much about the particular people, groups, issues, or even places involved (Collier 2001:70).

#### **2.1.6. Responses to terrorism**

There are a wide range of responses to deal with the terror threat commonly known under the banner of anti/counter-terrorism. An overview of common strategies, perspectives and approaches of counter-terrorism are covered.

### **2.1.6.1 Strategies for combating terrorism**

Counter-terrorism strategies comprise a broad range of measures to counter and eradicate terror acts. They include intelligence gathering, the use of military force and law enforcement agencies in order to fight against any form of terror attack (Frey and Luechinger, 2008:34).

### **2.1.6.2. Intelligence responses to terrorism**

The role of intelligence is key to the counter-terrorism effort. Intelligence gathering is required to identify terrorist organizations, their plans and whereabouts and direct covert operations to destroy terror networks. These are classified tasks of intelligence agencies (Mockaitis, 2008:101-102).

Intelligence gathering function has the role of predicting terror acts before they take place using data collection, processing, analyzing and evaluating for the intelligence to be valid and reliable (Hughbankand Don Githens, 2010:32).

### **2.1.6.3. Military response to terrorism**

Military response involves conducting conventional war mainly with offensive operations against terrorist groups. It entails the use of force by state armed forces and more specifically the Special Forces to destabilize degrade and destroy the terrorist groups (Gus, 2016:379-382; Mockaitis, 2008:91-101).

Countries therefore need to tackle the root causes of terrorism by addressing political, religious and socio-economic problems which play a major role in the growth of terrorism. Over-reliance on the use of force in counterterrorism efforts has its own limitations. Non-military input into the responses to terrorism is important and hence a multi-faceted strategy including political, socio-economic and diplomatic initiatives (Clark C., 2003:89).

#### **2.1.6.4. Law enforcement responses to terrorism**

Counter-terrorism requires investigation and apprehension of terrorists and this is largely the work of the law enforcement agencies (Mockaitis, 2008:102). As the laws of most countries consider acts of terrorism as criminal behaviors, law enforcement agencies play a major role in counter-terrorism operations. The organization of these agencies varies from one country to another, where some countries have most trained or a large number police of police officers and others relying on small numbered police forces to respond to terrorism (Gus, 2016:401-402).

The law enforcement approach to combating terrorism has been effective in disrupting terror networks. In many countries like the United States of America, law enforcers responded quickly and brought to justice perpetrators of various terror assaults targeting their embassies in different nations together with the World Trade Centre and Oklahoma City. International cooperation between law enforcers has also proven to be essential in tracking and apprehending terrorists beyond national borders (Gus, 2016:401).

#### **2.1.7. Perspectives on counter-terrorism**

Counter-terrorism is discussed from Global, African and East African perspectives.

##### **2.1.7.1. Global perspective on counter-terrorism**

Terror acts are now among the greatest threats to global peace and security (Ciftci and Kula, 2015:27). Despite an increase in terrorist activity following the Second World War (Spector, 2015; Jenkins, 2015:18), it was given little attention before the attacks of September 2011 in the USA. Again, the Al Qaeda Twin Tower attacks marked the beginning of a new era. They have totally changed the attitude and thinking about terrorism. These events have brought attention and focus of global community on the problem of terrorism, hence the demand for a concerted effort among states to prevent and combat terrorism (Nagdy and Roser 2016; Ozguler et Al, 2009:3). Currently, almost all countries in the world have implemented the call for action by the UN and put in place policies and strategies aimed at fighting terrorism (Ozguler et

Al, 2009: 3). Religion has been at the forefront of aggravating factors of current international terrorism.

Socio-economic factors have also recently been attributed to the rise in global terrorism; there are theories which suggest that global poverty and unequal distribution of wealth may promote international terrorism. Indeed, if a country's citizens are not capable enough to meet their basic human needs, if they are denied reasonable economic opportunities, and are socio-economically deprived, they may become bitter and helpless, viewing political violence as the only viable means for resolving their grievances (Kishore, 2016: 17).

From a political perspective, to link terrorism and wealth distribution is normal because that provokes a clear-cut policy response as a solution to the problem and aids politicians in generating political support for that response. If terrorism is the result of poverty and inequality, world leaders and media figures, analysts and ordinary people can do something to stop it. To conclude, this scholar says that terrorism is caused by bad conditions rather than by bad people instigating a concrete policy response (Piazza, 2002: 12).

#### **2.1.7.2. African perspective on counter-terrorism**

There are many perspectives that indicate the threat of terrorism and counter-terrorism efforts that have been implemented by states to confront terrorism in Africa. Terror groups have been located in many parts of African continent, i.e. Algeria, Egypt, Ivory Coast, Kenya, Libya, Mali, Mauritania, Morocco, Nigeria, Somalia, Soudan, Tanzania and Tunisia (Davis (c), 2010:159 -171).

Terrorism in Africa is also said to be transnational. The expansion of terrorism on the continent is associated with the coming out of new large-scale terror organizations like Al Qaeda and Islamic State (FABIANI, 2017; Davis (b), 2010:139-153).

Large-scale terrorism is not directly linked to any state but flourishes on the absence of effective State control over territories where it may operate. Most of the African countries are failed or weak states with vast uncontrolled remote areas open to terrorist groups. Countries like Sudan and Somalia are major safe havens for transnational terrorist groups, hence a point of origin for terror attacks (Davis (b), 2010:139).

Therefore, counter-terrorism strategies in Africa have generally relied on the specialized capabilities of the works of intelligence, counter intelligence and military. Their central goals are to prevent, disrupt and pre-empt terrorist activities and networks (Ochoche, 2006:164; Shinn, 2003).

The fight against terrorism in Africa has brought about several treaties and protocols, including a resolution AHG/Res.213 (XXVIII) that was adopted by the Organization of African Union (OAU) in Senegal in 1992. A further Declaration was adopted by the OAU in Tunisia in June 1994 which stated its commitment to fight against all forms of extremism and terrorism, and condemned all terrorist acts (African Union Peace and Security Council, 2017).

### **2.1.7.3 East Africa Region perspective on Counter-Terrorism**

Established first in 2009, the Partnership for Regional East Africa Counter-terrorism (PRACT) is a US-funded and implemented a multi-year, multi-faceted program designed to build counter-terrorism capacity and cooperation of all defense and security organizations and civilian actors across the region to fight terrorism. Areas of focus include:

- 2.1.7.3.1. Reducing the operational capacity of terrorist networks;
- 2.1.7.3.2. Developing a rule of law framework for countering terrorism in partner nations;
- 2.1.7.3.3. Enhancing border security;
- 2.1.7.3.4. Countering the financing of terrorism; and
- 2.1.7.3.5. Reducing the appeal of radicalization and recruitment to violent extremism, and so on.

Among the PRACT partners, there are those which are active and others inactive. The active ones include Djibouti, Ethiopia, Kenya, Somalia, Tanzania, and Uganda. For the inactive ones there are Burundi, Comoros, Rwanda, Seychelles, South Sudan, and Sudan. It should be noted that being inactive does not mean to be on the side of terror groups, it is not to be a close partnership with those so called active.

East African Region is not immune to the threat of terrorism. It has been identified as the most threatened by both indigenous and international terrorism (Kimunguyi, 2013: 1). The acts of terrorism in the East African region have either been carried out by country's nationals for a domestic cause or by terrorist groups based outside the region, targeting either national or extra-national interests such as the Western interests located in the region (Rosand et al, 2009: 92).

#### **2.1.7.4 Rwanda perspective on counter-terrorism**

Rwanda, like its neighboring countries in the East Africa Region has had its share of terror attacks originating from both domestic and international terror groups. Rwanda was first threatened by dissident terrorism carried out by groups opposed to the government, which attacked the West-northern part of Rwanda in 1997-1998. The insurgents employed violent methods and tactics to target innocent civilians and damage both public and private infrastructures. The aim was to cause panic among the population to cause loss of trust in the government, paralyze the government institutions and ultimately retake power (Africa Economic Analysis, 2000). Terrorism acts resumed in 2009 with terror grenade attacks perpetrated by dissident groups opposed to the government (United State Department of State - OSAC, 2012: 3; UK Government; MIDIMIAR, 2015: 8; The Economist, 2014: 2; Associated Press, 2016: 16).

Even if Rwanda was not directly threatened by al-Shabaab and associated terror groups before 2015, religious terrorist acts continued to be a real threat to Rwanda in the recent years as the Al-shabab and ISIL groups have been focusing the Muslim youth in Rwanda for recruitment to join both regional and international terrorist groups (Ludovica, 2016: 29; Kanamugire and Kagire, 2016: 7). Efforts were made by the Rwanda government in response to the mentioned terror threats. Terrorism was legislated under the 2008 law on counter-terrorism. The Rwandan Penal Code reformed in 2012 elaborated a list of terrorism-related offenses. In Rwanda, terrorism is now subject to prosecution. In this regard, the Government of Rwanda prosecuted 13 Rwandan citizens for having been involved in terror activities under article 497 of the 2012 Penal Code in relation to grenade attacks and other alleged activities (US Department of State Bureau of Counterterrorism, 2013).

Other 44 suspects were recently arrested in connection with Islamic radicalization activities carried out in different parts of the country and they are currently facing justice (Mbaraga, 2017: 18; Ludovica, 2016: 31; Kanamugire and Kagire, 2016: 14). For the Government of Rwanda, building counter-terrorism capacity among its security services remained a high priority. Rwandan Defense Force, Rwanda National Police and National Intelligence and Security Service have been mandated to deal with terror threats. Anti-terrorism

Units exist within security organs including the RNP. A joint operation centre was created to facilitate information sharing and coordination among security organs.

Rwanda continued to play a role in relations with law enforcement counterparts in most of the region to look for better ways to fight terrorism within its boundaries. RNP continues to carry out community policing programs with other stakeholders including the communities to counter radicalization and violent extremism (New Times, 2016: 6).

### **2.1.8. Approaches to counter-terrorism**

Terrorism has been dealt with in different ways, hence leading to different approaches to counter-terrorism: coercive, defensive, proactive and persuasive.

#### **2.1.8.1. Coercive counter-terrorism mechanisms**

Coercive counter-terrorism involves the state's monopoly on the use of violence, i.e. only state agents like the police and the military are allowed to exercise hard power (Crelinsten, 2014: 39). Many countries have adopted the coercive method of counter-terrorism. In the USA for example, they use violent means such as bombardment of known or presumed location of terrorist groups, capture and torture of terrorist agents, disruption of known terrorist networks and imposition of tough sanctions against terrorist organizations, for example in the occupied territories of Iraq and Afghanistan and elsewhere, believed to be the hub of terrorism (Mockaitis, 2008:118; Imobighe, 2006:9).

#### **2.1.8.2 Defensive counterterrorism mechanisms**

Defensive counter-terrorism prepares for protection of vulnerabilities by anticipating attacks and identifying potential targets. There are two basic approaches: prevention and mitigation. The preventive model, as the name suggests, involves prevention of an attack; minimizing risks of a terror attack in defined places and at certain times.

### **2.1.8.3. Persuasive counterterrorism mechanisms**

Persuasive counter-terrorism involves considering and dealing with the ideas that lend hands the practice of terrorism. This includes political, cultural, ideological, religious and social aspects. The terrorists have different constituencies including potential recruits, sympathizers, state sponsors, followers and active or passive supporters; it is precisely these audiences that counter-terrorism must tackle. (Crelinsten, 2014:66).

### **2.1.8.4 Proactive counter-terrorism mechanisms**

Proactive counter-terrorism aims to prevent terrorism before it happens. The increased focus on the proactive counter-terrorism has important implication for a range of institutions and policies. In criminal justice, it means an increase in intelligence-led policing, more smart operations based on information gathering, greater dependence on deterrent detention and early arrests to preempt their plans(Crelinsten, 2014: 56). The intelligence function is paramount in proactive counter-terrorism. The essence of information gathering is not for evidential purposes but rather for intelligence purposes. Such co-ordination places a greater demand on government. This whole-of-government imperative can however create tensions between fundamental conflicting goals (Ibid).

## **2.2. Private Security Companies as business entity**

Kevin STORM has defined “private security” as all types of private organizations and individuals providing all types of security-related services, including investigation, guard, patrol...(Kakalik & Wildorn, 1971b: 3) cited by STORM and others (2010:2-2).

Private security organizations play a key role in three broad types of security: physical, information and employment-related. Physical security may include perimeter and interior space protection through the use of berries, locks, lights, sensors, and guards (ASIS International, 2009a) cited by STORM and others (2010:2-4). In Rwanda we have so many private security companies such as ISCO, RGL, AGESPRO, KK SECURITY, FODEY, TOPSEC Investment Ltd, GARSEC, SEKANYOLYA, and so forth. They work under contract with private business



owners either individuals or companies and under supervision of the Rwanda National Police ([www.police.gov.rw](http://www.police.gov.rw), published on 28<sup>th</sup> July 2015).

According to (Sarre, R., & Prenzler, T., 2011:73), a private security company is a business corporation, which provides armed and unarmed security services and expertise to private and public clients. Private security companies are defined by the U.S. Bureau of Labor Statistics as companies primarily engaged in providing guard and patrol services, such as bodyguard, guard dog, parking security and security guard services. Many of them will even provide advanced special operations services if the client demands it. Examples of services provided by these companies include the prevention of unauthorized activity or entry, traffic regulation, access control, and fire and theft prevention and detection. The private security industry (PSI) is rapidly growing, for example, there are currently 2 million full-time security workers in the USA and this number is expected to increase by 21% through 2020. Making the security industry a \$100 billion a year industry, with projected growth to \$20 billion by 2010. The USA is the world's largest consumer of private military and security service and the PSI. Since then, the US security industry has already grown to be a 350 billion dollar market.

### **2.3. History of private security companies**

The PSC is a crucial component of security and safety in the USA and abroad. Nowadays, the private security is responsible not only for protecting many of the nation's institutions and critical infrastructures, but also it protects intellectual property and sensitive corporate information. US companies also rely heavily on private security for a wide range of functions, including conducting investigations, protecting employees and property, performing pre-employment screening, providing information technology security, and many other functions (Van Meter, & Hallcrest, 1990:5).

Private security officers are responsible for many tasks such as protecting many of the nation's institutions and critical infrastructure systems, including industry and manufacturing utilities, transportation, health and educational facilities. Companies are also heavily invested in private security, hiring security firms to perform functions such as store security, private investigations, pre-employment screening, and information technology security. These services expanded markets from only commercial to residential. It is important to note that some

companies hire their own security personnel, whereas others contract with security firms for these services or use a mix of services—both proprietary and contract staff (Kakalik & Wildhorn, 1971:7).

In his book “Corporate Soldiers in International Security”, Christopher Kinsey states that territory was less likely to be successful; he explains that “the amount of individual commitment needed to accomplish this necessary duty was now weakened as a result of the shift in social bonds in favor of the market and the perceived benefits of a social division of labor.

States, mainly the French and British ones, would authorize individuals to attack enemy commerce ships, rewarding them with a portion of the seized prize as payment. Privatizing was beneficial in terms of financial gain and increase in state authority, as well as providing a solid foundation for a state naval power. Privateers are credited with playing decisive roles in the outcome of both the American Revolution and the War of 1812 (Kinsey, 2010:3).

#### **2.4. Nexus**

In the conduct of their daily duties, apart from visual surveillance, private security staffs use body and bag scanners to search people and their bags before entering the houses they are assigned to secure, and closed-circuit television (CCTV) cameras to control the movement inside the houses. It is through these searches and movement controls they deter terrorism-related acts and commission of any other crime such as theft, pick pocketing and so on. However, this does not mean that the check up on entrances are totally enough to guarantee the inside security, the reason why CCTV cameras are used.

According to (Thomas J. Scollan, 2011:78), security officers typically write reports about their daily observations and actions. They do so by using computers and other technological assets to produce fine reports. A point to note is that security officers in leadership positions might use worksheet software to create monitoring logs or work rotation schedules. Security officers often carry basic tools designed to help them in a variety of situations that can occur on the job. As example, a professional security officer might carry a mini, small, medium or large flashlight to use during a power outage or night patrol; a two-way walkie-talkie or mobile phone with or without headset for communication; and handcuffs to detain a suspect or lawbreaker.

Additionally, a security officer often keeps a first aid kit, fire extinguisher or handheld alarm or whistle near at hand for emergencies.

An officer might wear a uniform with a hat, jacket, and badge or patch labeled “Security” or “Security Officer” to alert the public of his position. He also might wear a suit or casual attire to blend in with a crowd during surveillance. Security officers usually wear comfortable, supportive footwear to help them stand or walk for long periods. Additionally, officers who perform physical searches of people or property and risk potential exposure to harmful materials or diseases, such as travel, hospital or prison guards, often use masks and gloves.

## **2.5. Chapter two summary**

Even though the definition of terrorism is not yet commonly understood, conceived and/or confirmed internationally, different types of terror activities continue to emerge worldwide. Terror acts continue to be among the greatest threats to global peace and security. Currently, at global, continental and regional level the majority of countries have implemented the call for action by the UN and put in place policies and strategies aimed at fighting terrorism. There is no confirmed list of causes has been agreed on. Some common causes noted by different scholars in line with counter-terrorism branch include ethno-nationalism, political grievances, and religion and wealth distribution.

In Rwanda, the legally operating Private Security providers are 17, united in a Rwanda Private Security Industry Association (RPSIA). They started working in the 2000s but the Law N° 31/2014 of 19/08/2014 governing Private Security services Providers came into force in 2014 after being published in the Official Gazette N° 39 of 29/09/2014. PSCs provide armed and unarmed security services and work under contract with private business owners either individuals or companies, under supervision of the Rwanda National Police. Although all the 17 notified PSCs in Rwanda are not at the same level of capacity in terms of equipment and personnel training, they play a commendable role in internal security maintenance.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter describes the methodology used by the researcher in order to attain the purpose of this research which is assessment of the Private Security Companies and the Deterrence of Terrorism: A Study of Business Houses in Kigali City-Rwanda. The chapter covers the design of the study, target population, sample design, data analysis methods, data collection techniques and data processing and analysis.

#### 3.2. Research design

Research design has been defined as a plan and structure of investigation to obtain answers to research questions. According to him, the study is descriptive in nature. Descriptive study is attempting to analyze the data for the purpose of describing a specific sample without an attempt to generalize to the population from which the sample was collected. The researcher used a descriptive research design because he has been allowed to get in depth responses from the respondents that became the basis of analysis (Rojasthan, 2005: 35).

The design of this study is exploratory in nature which employs qualitative research methods of data collection. Primary data were collected in form of narrations, descriptions and opinions. Qualitative data collection was applied to better understand how PSC deterred terrorism at business houses in Kigali City. Qualitative data were gathered by conducting interviews where respondents from different actors in business houses such as markets and hotels and Private Security Companies were interviewed.

This research dealt with the level of PSC to deter terrorism-related cases in business houses, especially in Kigali City-Rwanda. However, the design in this study will be therefore qualitative research to allow the researcher to analyze the applicability of the role of PSCs in deterring terrorism-related cases. The research design as defined by Draper (2017:63), it is the overall plan of how the researcher intends to implement the project in practice. Parahoo (1997) cited by Draper (2017:13) defined the research design as “a plan that describes how, when and

where data are to be collected and analyzed”. According to Burns and Grove (2003) cited by Draper (2017:52), qualitative research is described as “a systematic subjective approach used to describe life experiences and situations to give them meaning”. Researchers use the qualitative approach to explore the behaviors, perspectives, experiences and feelings of people and emphasize the understanding of these elements (Draper, 2017:52).

The design in this study was therefore qualitative research. The objective was to understand the Rwandan perspective for combating terrorism with focus on the role played by PSC in deterring terror-related acts.

The methodology also applied content analysis in order to internalize data gathered during interviews, and finally I shall cross-validate my data from primary source and those from secondary source data analysis.

### **3.3. Study area**

In establishing the coverage of PSC in deterring terrorism, the study gave a sharp focus on terrorist attacks in the business houses at Kigali City-Rwanda. The study further specifically focused about mechanisms, measures, implications and challenges to address an issue in case of terrorism. Hence, in this work, the main objective is to analyze the PSC capabilities in deterring terrorism more specifically in business houses at Kigali City-Rwanda and the way they cooperate with the official/public security organs in case of terrorism-related detection.

### **3.4. Methods for data collection and procedures**

Methodology is defined by Pannersevan as a system of models, procedures and techniques used to find the results of a research problem. The researcher used historical and analytical, statistical, descriptive methods in data analysis (Pannersevan, 2005:396).

According to Sim & Wrigh (2000:52), in exploratory study three methods of data collection are probably the most commonly used means of gathering qualitative data: Interviews, observations and documentary methods. Therefore to achieve my work, passive data were collected through exploration of the existing documentations on PSC to have the background of cases handled in relation to terrorist acts and I conducted focus group interviews with private

security staff, leaders of security companies and representatives of business houses in Kigali City. Lastly, I made critical analysis on how PSC have provided a good service in deterring terrorism and insecurity in the business houses. Therefore the below data collection methods were used.

#### **3.4.1. Historical method**

According to (Bush and all, 1980:57), historical method is the process of learning and understanding the background and growth of a chosen field of study or profession. It offers insight into organizational culture, current trends and future possibility. This method was applied in order to know the history of PSC to outline the evaluation of the facts on the topic understudy.

#### **3.4.2. Analytical method**

This method helped the researcher to analyze the gathered data from the field and understanding theoretical consideration on the role of PSC in deterring terrorism-related cases in the business houses at Kigali City-Rwanda.

#### **3.4.3. Statistical method**

This method consists of helping to quantify and to count the result of the study. This method was used to present results in tables and figures for easy interpretation.

#### **3.4.4. Descriptive method**

This method allows describing something. It helped the researcher to define the concepts and describes how PSC deter terrorism in Rwanda so that it provides to the reader a real picture of the work.

#### **3.4.5. Documentary Method**

Bernard and Philips (1999:142), state that documents refer to any written materials that may be used as a source of information about the subject. The researcher used text books, reports, journals, and electronic data in order to get sufficient data related to the topic understudy

Documentary data are most often historical; that is because they were created before the research is taking place. Documentary of this sort may play an important part alongside interviews in life history research. According to Sim & Wright (2000: 60), within an exploratory study, documentary sources are not merely seen as containing data, rather they constitute data.

Using documentary method, I was able to review different reports on the conduct of daily guard duties in Kigali City, more specifically in ISCO and AGESPRO, for the purpose of extracting necessary information related to my research. This was for guiding my research by providing me an understanding of what are their history, organization and nature of operation, hence the reader as well will benefit from that. In order to find documents, I visited the some of the Private Security Companies headquarters to check the reports from the security staff. I visited also officials of the Kigali City market and Hotel des Milles Collines, especially socio-security office of the above business houses to cross-validate data.

However, according to Valerie (2004: 62) the documentary methods have the disadvantages: huge volume of data may be difficult to analyze, potentially difficult in cross checking information and generalization is not possible. Therefore I managed to supplement the documentary method with both structured and unstructured interview method.

#### **3.4.6. Interview guide**

An interview guide was elaborated and tested prior to the actual conduct of interviews in the field. It was drawn from the research operationalization table (Table 1) which contains all issues to be covered all along the group discussions, interviews and observation. Therefore, according to Tian (2016:70), a list of pre-planned questions was formulated to make sure that specific topics and issues of the research are not left out. In this regards predetermined questions were asked to understand the basic information about the respondents, pertaining to background and profile, whereas the unstructured questions were asked to let respondents feel free to express their perceptions and opinions.

### **3.4.7. Unstructured interview**

Harold, (1998:289), noted that an interview is a dialogue between an interviewer or panel of interviewers and interviewee. It is an organized conversation aimed at gathering data or information about a particular topic or object from a person of authority in that field of study or organization. This technique assumes that the correspondents to be interviewed have information required. In this research, some interviews were held with some respondents in order to get in depth the information required about the subject matter. Unstructured interview is another data collection method in exploratory study which is commonly used.

According to Byers (2007:14) unstructured interviews are defined as a method of collecting information “in which interviewer starts with only a general sense of the topic and create questions as the interaction proceeds.” Unstructured interview or open-ended interviewing is designed to elicit an authentic account of interviewee’s subjective experience. It aims to explore deep beneath the surface of superficial responses to obtain true meanings that interviewees assign to their experiences and the complexities of their attitudes and behaviors. Interview would permit the collection of accurate and complete data from illiterate and the less educated. This is a critical point in that illiteracy would virtually eliminate paper and pencil tests (Jayaratne & Rona, 1979: 218).

In this study unstructured interview enabled to capture information from implementers of the duty of guarding business houses and other areas of interest. Therefore, I managed to target a population from members of the PSC lower servicemen who experienced the general duties of guarding and protecting business houses. Depending on the agreement with the individual participants, I was able to use a notebook. However unstructured interviews suffer from time consuming, attention not focused on a given issue, very little factual information is given; and less details is provided on general concepts (Klenke, 2008: 15).

### **3.4.8. Survey questionnaire**

According to Kenneth, (1999:93) a questionnaire is a set of questions handed to the respondents and filled in by them from Interviewer. Questionnaire was used in order to know the different views and perception of respondents to the challenges they face in their business



especially when they face a terror case. Both open ended and closed ended questions was used to facilitate respondents in expressing their opinions on Private Security Companies and their impact in deterring terrorist acts in Rwanda and also give them different alternatives to choose.

The instrument was designed based on the research operationalization (table1) already established in the chapter one of this study. Due to the level of education and illiteracy, questionnaires were limited only to private security leaders and representatives of business houses who are able to read and fill the questionnaires properly in English. With a view of maintaining the same spirit of qualitative research, the research instrument was designed mostly in open-ended questions to allow the respondents freedom and choices in providing information.

### **3.5. Population of the Study**

According to (Grinnel, 1990:26), population is the aggregate or totality of objects or individuals, having one or more characteristics in common that are of interest to the researcher and where inferences are to be made.

Population is the total number of units from which data can be collected, such as individuals or organizations (Parahoo, 1997:18).

In this research, data was basically gathered from resourceful persons within the Private Security Companies. Interviews were mainly conducted with people from the Private Security managers, security officers and managers of business houses and hotels (at least 3 for each). The key informants were selected and basing of the private security companies and the deterrence of terrorism in business houses at Kigali City-Rwanda.

#### **3.5.1. Target population**

The population in this study was limited to the workers of Private Security Companies and their beneficiaries of the business houses. And the total number of the population understudy was 36 Security Staffs and representatives of business; that is to say 1 member of the Rwanda Security Industry Association (RSIA), 6 members of AGESPRO Security Company, 8 members of ISCO, 5 members of TOPSEC and 16 representatives of business houses.

### **3.5.2. Sample selection techniques.**

In selecting the sample size, the researcher used purposive sampling technique. According to (William, 1982: 86), purposive sampling is a judgmental sampling type in which the researcher purposively selects a certain group or individuals for their relevance to research. In this study, purposive sampling technique was based on the researcher's knowledge of population, so as to get respondents who are equipped with the information regarding the research. So the researcher choose the respondents based on their education and experience so that to get the respondents who could provide accurate data, answer well questionnaire and could understand the importance of the research and also to get the data that are convenient to the purpose of the research.

### **3.6. Sampling technique**

Creswell (1998:222), in qualitative data collection, purposeful is used so that individuals are selected because they have experienced the central phenomena. Therefore, in this research I used purposive sampling technique whereby respondents are selected based on their characteristics and the experience they have in socio-security or in terrorism acts management.

Purposive sampling will be applied in this study because it will be necessary to obtain information from specific target groups who are knowledgeable in the subject under study.

Thus, purposive sampling will be helped to bring on board key informants and resourceful respondents of the Private Security Companies and business houses managers because they possess relevant information regarding mechanisms, measures and challenges affecting terrorism deterrence in the business houses at Kigali City-Rwanda.

### **3.7. Data collection**

To make this research successful, the data was collected through both primary and secondary data source.

#### **3.7.1. Secondary data**

Gilbert (1998:34), defined secondary data as the data collected from the work of others. He further argued that it is the data collected from records of events that happened long ago. In

this study, data was selected from secondary data sources by reviewing data already collected and analyzed by other people in textbooks, journals, research reports and other literature. The techniques that were used in the collection of secondary data include documentary review technique

### **3.7.2. Primary data.**

According to (Gilbert, 1992:20), primary data is referred to as the information collected specifically for the purpose of the investigation at hand. In this research study, primary data was collected through self-administered questionnaires, interviews with selected respondents.

### **3.7.3. Primary data collection techniques**

In selecting primary data, the researcher used questionnaire and interview as primary data techniques.

## **3.8. Sample size and selection**

To select the respondent the researcher based on the judgment that they hold enough information in terms of the subject under study, be it in Private Security Companies or in business houses, all of them live in natural settings of the research. In selecting the sample size, the researcher used purposive sampling technique.

According to (William, 1982:34), purposive sampling is a judgmental sampling type in which the researcher purposively selects a certain group or individuals for their relevance to research. In this study, purposive sampling technique was based on the researcher's knowledge of population, so as to get respondents who are equipped with the information regarding the research. According to (Patton 1990:184) qualitative research has no strict rule regarding the sample size. However for the purpose of this research, survey questionnaires were administered to respondents with the help of the framework established by Krejcie and Morgan (as cited in Gay & Airasian, 2003:113), who suggest that if the population is smaller, hundred and below, there is no need in sampling, better to take the entire population.

Therefore, PS staffs population are so many, among which 36 constitute the sample size and PSCs representatives are 20 from which 4 make the sample size – thus total my sample size is 36 respondents.

### **3.9. The validity and reliability of instruments**

A pilot study was done in order to make sure that the questionnaire was valid and reliable. To establish the reliability of the questionnaire the researcher used a test-retest method where a questionnaire was distributed to some educated managers of PSC and some other professional people chosen randomly, this helped the researcher to clear some ambiguous and inconsistencies. Reliability is obtained by using the pre-test, so the researcher has pre-tested the instruments on a small number of respondents in interval of two months. Data collection was triangulated by the interviews and the observation which was carried out by the researcher.

Before proceeding with interviews, focus group discussions, and survey questionnaires with respondents, I first conducted a test with few respondents to ensure that results will match with those wanted after the real process. This helped me to make appropriate adjustments before the production of the real interviews in the field. It was meant to measure the clarity of questions pre-established for my respondents. I also consulted my supervisor and other people who possess deepen knowledge in the research field.

### **3.10. Procedure**

For the purpose of data collection, the University of Rwanda prepared a letter of recommendation entitled “TO WHOM IT MAY CONCERN” which was presented to relevant authority where I collected data from, for this research. After receiving the recommendation letter, the permission was granted and then I undertook my research in the mentioned area.

### **3.11. Data processing and analysis**

This section discusses how the collected data will be managed and analyzed and issue of validity and reliability will have handled during the research. This is a process of cleaning and organizing data for the purposes of presentation and analysis. Data processing includes editing, coding, tabulating and synchronizing the data. The researcher will describe how he processed the data. He will also specify the computer program there used.

According to (Bailey, 1978:47), all data can be presented in their entirety. The variables to be presented are those most central to the goals of the study; generally variables include specifically in the research questions. Variables are generally analyzed in some fashion and the results presented in tables. The contents of these tables are usually percentages, frequencies or

some summary statistical measures. Findings were presented in form of tables and charts from which recommendations and conclusions were based on. The Statistical Package for Social Sciences (SPSS) was employed to organize and tabulate the data collected.

The following statistical procedures will be used to analyze and interpret the data: Frequencies, Percentages. This section discusses how the collected data were managed and analyzed and issue of validity and reliability were handled during the research.

### **3.12. Limitations of the study and how they were mitigated**

In conducting the research, the researcher encountered a number of limitations which limited him to complete the study in the intended period of time and problems encountered are discussed below.

The process of distributing and collecting questionnaire was very tiresome and expensive. This involves every day appointments to meet respondents as they promised to meet the researcher at their convenient time. Nevertheless, though this lack of availability of some respondents which delayed a bit the time of research completion, at last the researcher managed to get them and got the information that was needed. However the researcher strived on to accomplish the study. Literature was another source of problem because some books were not found in the library, though efforts were made to consult few available text books which made the work successful.

### **3.13. Ethical Considerations**

The information gathered from participants was kept with confidentiality and was only for the purpose of the research. The information cannot be exposed to anybody without the participants' approval. The participants were informed on the purpose of the research; the researcher preserved the ambiguity of the respondents by not writing the names of all those were involved in this research with insurance of not putting their status at risk by assuring them their safety and confidentiality. Respondents were also informed that the study is a requirement for the Masters degree in Security Studies and this was clearly put to the respondents who consented before interviews and acceptance. However, some challenges were also met in this research including difficulty in securing appointments for interview given the time constraint in this

research. Sensitivity of the topic was also another problem in the study. It was difficult for some respondents to discuss issues relating on terrorism and later make a critique, but they were reassured that this was basically an academic study and that the information given would not be used for other purposes.

### **3.14. Chapter three summary**

Chapter three of this study presented the research design, the overview of methods and techniques used in data analysis and collection, the population understudy, sampling techniques used during the research period. The methods used historical, analytical, statistical, descriptive, documentary, interview, unstructured and survey questionnaire.

Among the data collected there were primary and secondary ones. The historical method was used in order to know the history of PSCs to outline the evaluation of the facts on the topic under study. The analytical method helped the researcher to analyze the gathered data from the field and understand theoretical consideration on the role of PSC in deterring terrorism-related cases in the business houses, particularly in densely populated urban areas. The statistical method was used to present results in tables and figures for easy interpretation.

The descriptive method was used in order to help the researcher to define the concepts and describe how PSC deter terrorism in Rwanda so that it provides to the reader a real picture of the work. The researcher also used text books, reports, journals, and electronic data in order to get sufficient data related to the topic understudy. Interviews were held with some respondents in order to get in depth the information required about the subject matter. Finally, the researcher used also the questionnaire in order to know the different views and perception of respondents to the challenges they face in their business especially when they face a terror case.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### 4.0 Introduction

This chapter presents the data, analysis and interpretation in relation to the research objectives on the Private Security Companies and the Deterrence of Terrorism: A study of business houses in Kigali City-Rwanda. The data were presented in form of statistical tables and percentages using SPSS program. This chapter presented a description of the findings as well as a systemic interpretation and analysis of the collected data from the field.

#### 4.1. Distribution of respondents by their age.

The researcher wanted to show different age groups of the respondents that were selected in order to know their different views on the research subject. The categorization was useful to make sure whether most of respondents understand the Private Security Companies and the Deterrence of Terrorism in business houses of the Kigali City-Rwanda, the table below was given as follows:

**Table 1: Age of the respondents**

	Frequency	Valid Percentage	Cumulative Percentage
Valid 20-25 years	0	0	0
25-30 years	5	14	14
30-35 years	11	31	45
35-40 years	12	33	78
Above 40 yrs	8	22	100
Total	36	100	

Source: Primary data, 2019

From the findings of the table above, it is indicated that 14% of the respondents are in the range of ages between 25 up 30 years, 31% of them are in the range of ages between 30 up 35 years, 33% of them are in range of ages between 35 up 40 years and 17% of them are in the

range of ages from 40 years and above. Based on findings above cited, it is clear that the 78% of respondents are being less than 40 years old and this justify their maturity as basis factor of knowing how the microfinance institutions play a crucial role in improving the entrepreneurship activities while the majority as 33% belong to the range between 35-40 years remain most active in the security activities. This indicates that the majority of respondents are mainly mature as it is shown and indicates that the respondents who are entrepreneurs are mature in providing accurate data and reliable to the researcher on how Private Security Company deterred terrorism in business houses at Kigali City-Rwanda and how they benefited from it in promoting their lives in effective way.

Also, the researcher wished to find out the gender of the respondents that composed our sample size so that different sources of views or perceptions concerning the role of Private Security Companies and the deterrence of terrorism in Rwanda can be analyzed taking into consideration the gender perspective. The results are presented in the below table:

#### 4.2. Distribution of respondents by sex

In this research, the issue of gender was not left behind among the respondents visited for the purpose of getting better results. The following table talks the results.

**Table 2: Gender of the respondents**

	Frequency	Valid Percentage	Cumulative Percentage
Valid Male	22	61	61
Female	14	39	100
Total	36	100	

Source: Primary data, 2019

The table above shows that 61% of the respondents are male and 39% of them are female. This indicates that the majority of security agents is male and shows that Private Security



Companies use more men comparing to the percentage of women. This indeed shows that Private Security Companies are interested in empowering a lot of men to decrease delays and absences in providing good services to their clients.

The researcher wished to present the education level of the respondents in order to know whether the respondents have education levels that permit them in expressing their views concerning the subject understudy and also to collect reliable and accurate data that permits the researcher to interpret basing on the accurate information and the results are presented in the below table:

### 4.3. Distribution of respondents by educational level

The education levels of our respondents are of paramount importance to better collect the most reliable information. Data from this research are mentioned in the table below.

**Table 3: Highest Education level attained by the respondents**

	Frequency	Valid Percentage	Cumulative Percentage
Primary level	19	53	53
Secondary level	12	33	86
University level	05	14	100
Total	36	100	

Source: Primary data, 2019

From the above table, it is clear that a significant number of the respondents have primary and secondary levels as it is evidenced by 53% of the respondents and 33% respectively while 14% only are representing the university level. As the respondents revealed that the university is

expensive not affordable to everyone and this makes them to engage in security activities to sustain their living conditions in order to survive without begging and this has led to positive impact to their lives. Another issue to note is that among the respondents a big number is composed of retired soldiers and former police officers than those with pure civilian background.

The composition is as follows:

	Frequency	Valid Percentage	Cumulative Percentage
Retired soldiers	20	56	56
Valid Former police officers	7	19	75
Pure civilians	9	25	100
Total	36	100	

Source: Primary data 2019

#### **4.4. The opinions of respondents about terrorism**

Today terrorism poses new and more serious threats not only to countries but also to the international community as a whole. At the same time as these new and more dangerous forms of terrorism have emerged, the more local and territorially defined terrorist problems continue to be a threat. Terrorism constitutes a more complex and broad range of threats than ever before. There is thus a clear case for the international community to react to these new conditions. In doing so, it must first examine the new nature of the threat and design adequate measures to counter it. This calls for enhanced international support and cooperation (Adams, J., 1986:50).

Terrorism is defined in the Rwandan law as the use or intimidation of violence on political, religious or any ideological grounds (Organic Law N° 01/2012/OL of 02/05/2012 instituting the Penal Code). This Rwandan legal explanation of terrorism is exactly similar to other common definitions of terrorism as earlier given (Jenkins, 2015; Hoffman, 1998; Gus, 2016: 22-24). The acts of terrorism were extensively clarified in the recent Rwandan Penal Code reform. However in light of the common explanations about characteristics of terrorism,

the newly adopted Penal Code was found lacking some key elements such as clear definition of perpetrators and protected persons. For instance the sponsors of terrorism are not clearly mentioned among terrorism participants punishable by the Rwandan Penal Code, which can hamper a legal action by law enforcers. It is important to comprehensively address all the aspects of terrorism in the national legal instruments to guide common understanding and action against terrorism. A revision of the criminal code provisions pertaining to terrorism may be envisaged to attend to the above mentioned critical gaps.

In this academic research survey, we will see what our respondents have to say about their knowledge of terrorism in the world. The results of this research were mentioned in the below table

**Table 4: Respondent's opinion on their knowledge of terrorism in the world**

	Frequency	Valid Percent	Cumulative Percent
Valid Yes	32	89	89
Valid No	4	11	100
Total	36	100	

Source: Primary data, 2019

One of the respondents told to the researcher on 26 Dec 18 at Kimihurura-Kigali:

“Jyewe iterabwoba ndifata nk ubujura bundi kuko rikorerwa ahantu hari amafaranga. Aho bitandukaniye gusa ni uko rihitana ubuzima bw’abantu.”

It is translated as:

“I take terrorism as any other kind of robbery as it is conducted in business quarters. The only difference between the two is that terrorism costs the lives of persons.”

Another respondent stated on 26 Dec 18 at Kakiru-Kigali:

“Iterabwoba ndyumva mu maradiyo nta handi ndaribona.”

It is translated as:

”I only heard about terrorism on radios. Nowhere else.”

From the findings of the table above, indicated that 89% of the respondents stated that they are well aware of the acts of terrorism in the world. Therefore this shows that Private Security Companies play an important role in deterring terrorism in Rwanda in general and in business houses in particular.

In addition to this, this indicator asserts that Private Security Companies train the employees in order to give their clients a good service and to fight against acts of insecurity and terrorism in business houses.

Considering the resultants on knowledge of terrorism by our respondents, managers of Private Security Companies told us that their staffs are well trained and equipped to facilitate them to identify and immediately communicate for them to be quickly supported by the public law enforcers which they collaborate hand to hand for the purpose of deterring any case of terrorism. For that reason, we can conclude that Private Security Companies represented by their managers play well their role in equipping, coordinating, supervising and controlling their tactical staffs to facilitate them to identify and fight terrorism-related and any other insecurity case where they guard day after day.

#### **4.5. Training of PSC staffs in the deterrence of terrorism and other crimes**

Training composite was created to measure different types of training that was available to these security officers. These included lack of prevention techniques, customer service and

tenant relations, security technology, report writing system, working with others partners like police, firefighters, emergency response units, the search of suspicious people and packages, terrorism-related emergencies, building evacuation in terms of firefighting and terror attack, regular emergency drills, advanced security guard training and so on. Concerning the training provided to the Private Security Companies staff in Rwanda, before they start their carrier, their opinions are mentioned in the table below:

**Table 5: Training received by staff of the private security companies**

Trained before starting the carrier	Frequency	Valid Percent	Cumulative Percent
Valid Yes	34	95	95
No	2	5	100
Total	36	100	

Source: Primary data, 2019

From the findings of the table above, it is indicated that 95% of the respondents revealed that they have received training before undertaking their duties within the Private Security Companies and 2% of them revealed that they didn't get any training. This implies that most of the respondents at 95% confirm their prior training by Private Security Companies and the lowest number of 2% didn't get it. The respondents who revealed that they got training confirm that Private Security Companies contributed in making them efficient and effective in their duties of protecting people and property against any threat including terror-related cases in business houses and other private properties they guard.

The respondents have suggested us that they still need to be more trained in crime prevention, customer care service and public relations, special techniques of security guards, report writing system, training for working with other emergency response units, identification of suspicious people and packages, combined exercises with public security forces in handling terrorism-related emergencies, evacuations of casualties in case of emergencies, quick response in case of fire outbreak and so on. Some respondents testified that they received training on the National

Incident Management System (NIMS) and in the Incident Command System (ICS) but those are still few.

In addition to that, the respondents revealed that they have regular meetings with public security organs to share information, within the association of 17 company members until now recognized in the Rwanda Security Industry Association (RSIA). Within such meetings, they look together on contemporary threats and plan against them especially terrorism. They organize on-job training for awareness and vigilance and the use of different materials of security protection under support by the Rwanda National Police. For them, deterring terrorism is one of the basic lessons for their staff when they get the basic training. However, they do train them self defense and rapid information sharing on modern equipment for emergencies and the short time arrest of a criminal while waiting for the Police intervention for further management. The guards are trained on terror matters globally, regionally and in Rwanda as well.

#### **4.6. The material and equipment for security staff of private security companies**

Security staffs or guards monitor for threats and illegal activities, control access to areas, enforce laws and protect people and property. They work in or around private, commercial, financial, health-care and properties. Security officers across industries often use similar equipments. Security staffs in high-risk suspicion or special security situations where insecurity cases can cause a critical threat to the public or private institutions most of the time use specialized equipment including sniffer dogs to detect any threatening object before any case elapses. In the conduct of their daily duties, apart from visual surveillance, private security staffs use body and bag scanners to search people and their bags before entering the houses they are assigned to secure, and Closed-Circuit Television (CCTV) cameras to control the movement inside the houses. It is through these searches and movement controls they deter terrorism-related acts and commission of any other crime such as theft, pick pocketing and whatever.

However, this does not mean that the check up on entrances are totally enough to guarantee the inside security, the reason why CCTV cameras are used.

Security staffs also use a wide array of equipments that help them protect the public and themselves. Some security staffs use weapons such as pepper spray guns, tear gas weapons, batons, handheld electroshock devices and fire weapons, to be able to deter or quell crime and

violence. Some wear bulletproof vests, work behind bulletproof glass or travel in armored cars for additional protection. Some security officers need surveillance equipment. When patrolling a large group or area, this equipment might include binoculars, listening and audio or video recording devices, and a vehicle, such as an automobile, bike, scooter or even a golf cart. In room or building surveillance, as found in casinos or banks, security officers often use CCTV, monitors, listening and recording devices. Security officers, who check people and bags for unauthorized materials, often use X-ray equipment, metal detectors and other scanning devices. For equipments or tools that staffs of the Private Security Companies use to fight against terrorism in the business houses of the Kigali City-Rwanda, their opinions are mentioned in the table below:

**Table 6: Material and equipment received by staffs of the Private Security Companies**

Satisfaction of equipments provided	Frequency	Valid Percent	Cumulative Percent
Valid Yes	36	100	100
No	0	0	100
Total	36	100	

Source: Primary data, 2019

The findings from the above table show that 100% of the respondents are satisfied by materials and equipments provided by Private Security Companies to them to perform well their duties. This shows that our respondents are well equipped and are able to identify terror tentative in the business houses of Kigali City where they are charged of the daily security.

The respondents reported that they use VHF radios for communication, cub phone cells, luggage scanners, and walk-through scanners, metal detectors, searching mirrors, hand-held detectors, today searchers and GMS (Rapid Rescue Mechanism alarms for rooms control including cameras, scanners and detectors).

The Private Security Companies do encourage business houses owners they work with to buy searching and screening equipments like under vehicle search mirrors, body search detectors, etc. They also encourage them to install CCTV cameras.

**4.7. Key problems or challenges faced by Private Security Companies in deterring terrorism**

In effort to deter terrorism, Private Security Companies have faced and are still facing some critical challenges, which can still give room to terrorist threats if not well carefully addressed. These include the negligence of some clients to buy sustainable equipments, reluctance of some clients to hire enough guards which most of the times cause people to be unprofessionally searched by an opposite sex staff. This is due to the payment not enough money to employ enough guards that causes the use of few shifts of rotation, the use of inadequate skills and equipments to perform well genuine searches and absolutely all of these challenges lead to the lack of clear strategic plans for counterterrorism by the Private Security Companies.

In this regard, the resultant of our survey is distributed in the following table:

**Table 7: Respondent's views on their problems or challenges**

	Frequency	Valid Percent	Cumulative Percent
Market contract of fewer guards	29	80	80
Valid Purchase of unsustainable equipments	7	20	100
Total	36	100	

Source: Primary data, 2019



From the findings of the above table, it shows that the majority of the respondents 80% of the respondents revealed that they contracted a market of fewer guards to the extent of even one while security wise it is unprofessional. On the other side, 20% of the respondents reported that their clients don't buy sustainable equipments. When the PSC managers were asked why they agree to contract such markets, they responded that as businessmen they cannot avoid any market, but they will continue to advocate that in normal circumstances it is not workable.

In additional to this, some of our respondents have revealed that they use inadequate skills and equipments and some of the owners of business houses take security as granted. This might be a gap in detecting and deterring terror acts. However, skilled personnel and adequate tools and equipment are paramount to effectively counter terrorism (Davis, 2010; Bundotich, 2011:34).

**4.8. How do the private security companies handle terrorism-related cases in Business houses in Rwanda?**

The following table will indicate the cases of terrorism that were handled by security officers in the business houses in Rwanda. Their resultants are mentioned in the table below.

**Table 8: Cases handled by staff of the private security companies**

	Frequency	Valid Percent	Cumulative Percent
Valid Yes	1	3	3
No	35	97	100
Total	36	100	

Source: Primary data, 2019

The results of this table show that 3 % of our respondents have encountered terror cases whereas 97 % of them never known any case of terrorism. This shows that the security

institutions of our country play a big role in the deterrence against terrorism in general and private security companies as well. This means that all agencies having security in hands have never crossed hands as it is better to prevent than cure. In short, Private Security Companies have to strengthen their vigilance every day and night to detect and deter any act of terrorism. But terrorists can attack anything, anywhere, any time if we lack strong prevention measures and vulnerabilities might cost us high. The reason why it should be compulsory for all private business owners to set adequate equipments for terrorism detection and deterrence either they want it or not, to avoid possible vulnerabilities.

#### **4.9. Measures and mechanism put in place by PSC to deter terrorism in any business house of Rwanda and Kigali City in particular**

Today's terrorists kill in quantity and kill indiscriminately — there are no bystanders. They continue to be fascinated with unconventional weapons — anthrax, ricin, and radiological material. Preparedness requires improving intelligence, increasing security and developing effective response capabilities. Lack of PSC Plan for counter-terrorism impedes CT effectiveness. A national counter-terrorism measure defines the strategic goal with clear specific objectives of existing counterterrorism initiatives. Certain countries like the USA were prompted to design a national strategy for combating terrorism to aid common understanding and guide actions by all stakeholders (Mockaitis, 2008). With this in mind, the results of the respondents are presented in table below.

**Table 9: Respondent's views on measures or mechanisms**

	Frequency	Valid Percent	Cumulative Percent
Valid Conduct of on-job regular trainings to refresh the staff	16	45	45
Conduct of regular and constant supervision with mobile vehicles to the staff	12	33	78
Use of arms points at every corner of the compound especially at night in order to help staff stay at only one point.	8	22	100
Total	36	100	

Source: Primary data, 2019

From the findings of the above table, it shows that the majority of the respondents 45% of the respondents revealed that they do conduct on-job regular trainings to refresh the staff in deterring terrorism in business houses. About 33% of the respondents reported that they have conducted regular and constant supervision with mobile vehicles and motorcycles on the staff. Finally 22% of them revealed that they use arms points at every corner of the compound especially at night in order to help staff no stay at only one point. Sometimes they use sniffing dogs where necessary and there is radio check after everyone hour to make staff on ground awake.

To conclude, terrorism is violence aimed at the people watching. Combating terrorism means not only trying to prevent terror attacks, but also reducing the terror it can create within people. That can be achieved by actively involving the public. People cannot be permitted to be passive observers or vicarious victims of terror. Frightening the public with warnings without specific instructions only increases anxiety. People can be instructed about how they are targets of terror's psychological effects. They can be informed of the actual as opposed to imagined risks. The public can be enlisted in surveillance.

Finally, according to the results of this research, we argue that Private Security Companies play for safety a key role in the deterrence against terrorism in business houses of the Kigali City and of the whole Rwanda where they are contracted.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.1. Introduction**

The purpose of this research was to study the Private Security Companies and the deterrence of terrorism: A case study of Business Houses in Kigali City-Rwanda. This chapter however intends to present a summary of findings of the study basing on the research objectives, gives general conclusions and recommendations for the improvement in relation to the research findings and finally advances suggestions for further studies.

#### **5.2. Summary of major findings**

This study was carried out in order to examine on the Private Security Companies and the deterrence of terrorism in Kigali City and Business houses was taken as case study. The general objective of this study was to analyze the impact of the Private Security Companies in deterring terrorism-related cases within business houses of the Kigali City. To achieve this objective, specific objectives were stated. They include:

- a. To analyze the level of deterrence by Private Security staffs in business houses at Kigali City-Rwanda.
- b. To analyze the problems or challenges of deterrence by the Private Security Companies staffs in terrorism-related cases in the business houses at Kigali City-Rwanda.
- c. To identify measures and mechanisms set by PSC to deter terrorism-related cases within business houses of the Kigali City and in Rwanda as a whole.

In chapter four data was analyzed and discussed under specific issues that formed the focus of the study. The findings of the study were presented and analyzed in details following the objectives of the study. The findings are indicated here below:

### **5.2.1. The level of training for PSC staff in deterring terrorism in business houses of the densely populated urban areas**

The first objective of this study was to analyze the level of deterrence by private security staffs in business houses at Kigali City-Rwanda. The response to this objective was given by respondents in (table 5), where it is indicated that 89% of the respondents revealed that they have been trained before starting their carrier as guards employed by PSC today. The respondents revealed that they have regular meetings with public security organs to share information, within the association of 17 members (companies), they get information about contemporary threats including terrorism; they organize on job training for awareness and vigilance under support by Rwanda National Police and are trained in using different security tools. For them, deterring terrorism is one of the basic lessons for their staff they get on basic training. However, they do train them self defense and rapid information sharing through modern equipment for emergencies and they do arrest for a while and then call for further management. The guards are trained on terror matters globally, regionally and in Rwanda as well.

During the research time, a guarding service director of one of the PSC working in Rwanda stated to the researcher on 28 Dec 18 at Gikondo-Kigali:

”Before our guards start their duties, we do train them on terror matters globally, regionally and in Rwanda as well. We also conduct on job regular trainings to refresh our staff. We conduct regular and constant supervision on our staff to prevent unprofessional conduct and bad service delivery.”

### **5.2.2. The management of challenges encountered in the process of deterring terror-related cases in the business houses of the Kigali City-Rwanda**

The second objective of this study was to analyze the problems or challenges encountered in the process of deterring terrorism-related cases in the business houses of the Kigali City-Rwanda. The response for this study was given by the respondents in table 7, where it is indicated that 80% of the respondents revealed that there are markets contracted with inadequate number of guards and 20 % of them stated that some business institutions buy unsustainable equipment for the screening of customers and their belongings.

In additional to this, some of our respondents have revealed that sometimes they work extra hours without rotation due to the market contracted unlawfully, where only one or two guards are assigned to guard apartments without replacement while security wise it is unprofessional. Other clients do not pay enough money to employ enough guards that cause to use of one sex on post when it is needed both sexes especially where body search is a must to be authorized to enter a building. There is another identified tendency of not buying sustainable equipments as a result of taking security as granted. The consequence of this might be a gap for detecting and deterring terror acts when they occur. Another challenge which is crucial on the side of guardianship but taken as simple on the side of some of PSC managers is that there is no arrangement for accommodation and feeding for guards on duty. This issue may be a gap for terrorists to take advantage of it to achieve their objectives. Most of guards get their midday free meal in the way of individual arrangement with hotels and restaurant workers where they are charged to guard, which is taken as corruption. This also might be a weakness that may be profited by terrorists to achieve their objectives.

On this point of challenges faced by PSC in deterrence of terrorism, the national coordinator of the Rwanda Private Security Industry Association (RPSIA) stated to the researcher on 26 Dec 18 at Remera-Kigali:

”Some of the owners or managers of business houses take security as granted, at the extent of requesting security staffs not exaggerate in checking their clients. They tend to pay less amount of money in order to employ enough security staffs. Sometimes they pay for one security staff or two. Another challenge is that we are not yet able to feed our staffs on duty; in some areas those staffs are secretly fed by the companies they are assigned to protect which might be a gap of being corrupt.... Some guards use to reach the workplace late or even being absent due to having their homes or residences far away. There is a lack of accommodation for them to be more punctual.”

### **5.2.3. Measures and mechanisms to deter terror-related cases in the business houses**

The third objective of this study was to identify measures and mechanisms that Private Security Companies have taken in order to deter terrorism-related cases in business houses of the Kigali

City and generally in Rwanda where they are assigned to guard. The response for this objective was given by respondents in table 9, where it shows that the majority of the respondents 45% of the respondents revealed that they do conduct on-job regular trainings to refresh the staff in deterring terrorism of the business houses in Kigali City. About 33% of the respondents reported that they have conducted regular and constant supervision with mobile vehicles and motorcycles on the staff. Finally 22% of them revealed that they use arms points at every corner of the compound especially at night in order to help staff to stay at only one point. Sometimes they use sniffing dogs where necessary and there is Radio check after everyone hour to make staff on ground awake.

On this issue of measures taken, the security supervisor of the Milles Collines Hotel stated to the researcher on 27 Dec 18 at Nyarugenge-Kigali:

”We have put in place proper equipments to detect and check all incoming guests and staffs.”

Again, another respondent on the side of beneficiaries of Private Security providers who serves as recovery officer of the Nyarugenge big market stated to the researcher on 27 Dec 18 as follows:

“As we know the impacts of terrorism in high crowded areas, we installed a security system using advanced machines, and we contracted with a capable, armed and focused security company.”

On this point she was talking about ISCO which is the most organized and equipped better than many others.



### **5.3. Conclusion**

The objective of this study was to analyze the impact of the Private Security Companies in deterring terrorism-related cases in business houses at Kigali City, the deterrence effectiveness and challenges that PSC staffs encounter along their daily duties in this line of terror-related cases deterrence.

Based on the findings it was found that Private Security Companies play an important role in deterring terror acts by providing security services, which guarantee the security of the persons and property within business houses contracted with them. It is benefited by both sides, first by the public by being protected from terror vulnerabilities, by the business owners for their credibility of their business locations, by the PSC owners who employ the guards and finally by the guards themselves who sustain their living from the salary they get. This helped the researcher to conclude that the first objective as to analyze the level of deterrence by Private Security staffs in business houses at Kigali City-Rwanda is commendable although another step forward is recommended.

### **5.4. Recommendations**

After the study of the findings, the role played by Private Security Companies and the challenges faced by the private security staff, the following recommendations are drawn from the research:

- a. The general working environment of guards to be improved and conformed to the labour regulations by their employers.
- b. A relook into training syllabus and curricula is needed between RNP and PSC.
- c. PSC and business houses owners should think about modern equipment to be used by considering the contemporary emerging threats.

In order to overcome the above challenges and improve the efficacy of the Private Security Companies service delivery including anti/counter-terrorism, the following recommendations are made.

- a. We recommend the PSC to revise the compensation of their staff in order for them to carry out their duties including deterring terrorism willingly.
- b. In addition to this, the PSC should regularly train their staff in terms of new emerging trends and changing nature of terrorism.
- c. There is need for a formal, comprehensive and well-articulated counter terrorism strategy which will guide plans and all other efforts towards the fight against terrorism.
- d. There is also need to engage other concerned stakeholders to revise the Rwandan legal instruments on terrorism in order to address all the aspects of terrorism necessary to appropriately guide counter-terrorism operations.
- e. The Rwandan Government would facilitate Private Security Companies to build adequate counter-terrorism capabilities for the benefits of all Rwandan residents.
- f. Heavy investment in adequate training of its counter-terrorism personnel and acquiring modern equipment in terms of intelligence and surveillance, collection and analysis tools, bomb detection equipment and cyber is highly recommended.
- g. There is need for Private Security Companies to continue to work with other friendly forces in the line of terrorism deterrence like RNP, RIB and RDF in order to prevent any attempt to terrorism in Kigali City and in Rwanda as whole.
- h. PSCs are recommended to recruit right and competent persons to carry out security duties appropriately with ability and commitment for them to be able enough to fight against terrorism.
- i. PSCs are recommended to review the welfare of their staff in terms of accommodation and feeding which if not regulated might be a weakness or a soft gate for terrorism.
- j. Finally we recommend to owners of business houses to have modern equipments for search and surveillance, and not to take security as granted by contacting on a low number of guards.

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# ANNEX 1: RESEARCH INTERVIEW GUIDE ON PRIVATE SECURITY COMPANIES AND THE DETERRENCE OF TERRORISM:-A Study of Business Houses in Kigali City-Rwanda

## **Introduction of the interviewer**

Dear respondents,

I am SSP CLAVER NZEYIMANA, a student completing masters' studies of Arts in Security Studies at the University of Rwanda.

I would like to interact with you about terrorism experience in your business house.

## **Opening remarks**

I have the pleasure to present to you a questionnaire on my study entitled: **PRIVATE SECURITY COMPANIES AND THE DETERRENCE OF TERRORISM: A Study of Business Houses in Kigali City-Rwanda**. This questionnaire has been prepared in order to enable me to fulfill the requirements of my research as part of the award of Master's degree in Security Studies, please note that the information you provide will exclusively be for academic purpose and henceforth will be kept highly confidential. I would be grateful if you spare a little time to answer this questionnaire. Thank you in advance for your cooperation.

Sincerely, Claver NZEYIMANA

## **Instructions**

Put a tick or comment where needed to provide the right answer

### **Age group**

Below 20 years

Between 20-30 years

Between 30-40 years

From 40 years and above

**Gender**

Female

Male

**Education level**

Primary

Secondary

University

**Identification of the interviewee**

a. Full names .....

b. Appointment .....

c. Bank/Hotel/Supermarket name  
.....

**I. BUSINESS HOUSES**

1. Did you know that our world is threatened by terrorism?

Yes  No

2. Do you know that terrorist activities can even threaten our country?

Yes  No

3. If you are aware of that, what are the mechanisms did you establish to secure your business house from being attacked by terror?

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

4. Is the security company in charge of security in your business house capable enough to fight against or handle terrorist acts? .....

.....  
.....

If not what are the challenges?

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

5. In your business house did you ever face any attempt to or full terror attack?

Yes  No

Provide more clarifications on your answer

.....  
.....

6. Are there problems that affecting your business related to terrorism?

Yes  No

Explain your answer.....

7. What measures have you taken in order to protect your business house from terror activities?.....

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

**II. PRIVATE SECURITY COMPANIES**

**Identification of the interviewee**

a. Full names .....

b. Security Company name .....

c. Appointment .....

1. Did you know that our world is threatened by terrorism?

Yes  No

2. Do you know that terror activities can even threaten our country?

Yes  No

3. If you are aware of all of that, how do you prepare your staff to fight against terrorism in business houses/companies that you work with?

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

4. Do your workers have enough knowledge on how to handle a terror cases?

Yes  No

5. What tools or equipment do you provide to your workers to enable them to fight against terrorism?.....

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

6. What are the restrains or problems that your workers are encountering in maintaining security of business houses that you work with?

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

7. What measures have you taken in order to help your workers to better play their role in protecting business houses that you work with from terrorism?.....  
.....  
.....  
.....

8. How does your private security company handle terrorism-related cases in business houses in Kigali city?  
.....  
.....  
.....

9. Are there measures and mechanisms put in place by your private security company to handle a terrorist once detected in one of the business houses you work with?.....  
.....  
.....

10. How is the cooperation between your security company and the public security organs in relation to terror cases?  
.....  
.....  
.....  
.....

11. In your experience since you started the business of private security, have you ever encountered any terror case? .....

If yes, how did you manage to handle it?

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

THANK YOU.