

SRAI JOURNAL OF LINGUISTICS AND SOCIAL SCIENCES

THE ROLE OF PRIVATE SECURITY ORGANIZATIONS ON NATIONAL SECURITY

Nura Umar Manya Manya *

Abstract:

Private security organizations (PSOs) have become indispensable actors in the contemporary security architecture of states, especially in developing nations such as Nigeria where public law enforcement agencies are overstretched. As non-state actors, PSOs complement the efforts of government security institutions in protecting lives, property, and critical infrastructure. However, their growing influence raises important questions regarding regulation, accountability, professionalism, and coordination within the broader framework of national security. This paper critically examines the role of private security organizations in enhancing national security in Nigeria, with reference to comparative experiences from other countries. Using both theoretical and empirical perspectives, it discusses their contributions, challenges, and implications for sustainable security governance. The study concludes that while Private security organizations (PSOs) significantly reduce the burden on public security institutions, effective regulation, training, and partnership frameworks are essential to maximize their impact.

Keywords: Private Security, Organizations, National Security.

1. Introduction

Security remains a fundamental prerequisite for the stability and development of any society. In Nigeria, the state security apparatus principally the Nigeria Police Force, the Armed Forces, and the Department of State Services has long faced constraints including inadequate funding, manpower shortages, and logistical challenges. These limitations have led to an upsurge in private security organizations (PSOs), which have emerged to fill the gaps in the protection of lives and property.

Globally, private security has evolved into a multi-billion-dollar industry, providing services ranging from industrial guarding, escort duties, and surveillance to cyber and maritime security. In Nigeria, PSOs play a critical role in safeguarding residential areas, corporate offices, banks, schools, and government installations.

This paper explores the significance of PSOs in Nigeria's national security architecture. It examines their functions, contributions, and challenges, while also drawing lessons from the experiences of countries like South Africa, the United States, and the United Kingdom where private security industries are highly professionalized and regulated.

Over the past three decades, global security provision has undergone remarkable change, with many states increasingly turning to private actors to meet rising security demands. The privatization of security has redefined the state's traditional monopoly over law enforcement and public safety. By 2022, the global private security industry was valued at over 220 billion dollars

* Department of Criminology, Zamfara College of Arts and Science Technology (ZACAST) Gusau, Zamfara - Nigeria, (Corresponding author) umarmanyanur@gmail.com , <https://orcid.org/0009-0006-4980-0852>



SRAI JOURNAL OF LINGUISTICS AND SOCIAL SCIENCES

and employed more than 20 million personnel, a figure that already exceeds the number of public police officers in many regions (Abrahamsen & Williams, 2011; Private Security Services Industry, 2022). This expansion is largely driven by growing insecurity, terrorism, transnational crime, and the limited capacity of state agencies to cope with evolving threats (Prenzler & Sarre, 2012).

In Africa, and particularly in Nigeria, the rise of Private Security Organizations (PSOs) reflects both global trends and local realities. Nigeria has for years faced overlapping security challenges including insurgency in the North-East, banditry and kidnapping in the North-West, militancy and resource conflict in the Niger Delta, as well as rising cyber and urban crime (Alemika, 2016; Olaniyan, 2021). The Nigeria Security Tracker (2024) reports that between 2011 and 2024, more than 45,000 people were killed in insurgency-related attacks, while economic losses from insecurity are estimated to exceed 15 billion dollars annually (Council on Foreign Relations, 2024).

These conditions have stretched public security agencies beyond capacity, leading to an increased reliance on PSOs to fill critical gaps in surveillance, intelligence, and protection of assets. By 2023, Nigeria had more than 1,500 licensed PSOs employing an estimated 300,000 personnel, a number that surpasses the strength of the Nigeria Police Force (Private Security Observatory, 2023). They now play visible roles in urban centers, residential estates, and corporate institutions, offering vital support where state presence is weak (Danmusa, 2023).

The growing prominence of PSOs illustrates both opportunity and concern. While they contribute manpower, expertise, and rapid response, issues of poor regulation, inadequate training, and limited accountability continue to hinder their effectiveness (Adefemi, 2022). Yet, the depth and diversity of Nigeria's insecurity make their participation indispensable. This study therefore seeks to examine the role of Private Security Organizations in Nigeria's national security system, exploring how they complement state institutions and the implications for more coordinated security architecture.

Nigeria is facing an escalating wave of insecurity marked by terrorism, banditry, kidnapping, and resource-related conflicts. Between 2011 and 2024, over 100,000 lives were lost and more than three million people displaced across the country (Nigeria Security Tracker, 2024). Despite heavy government spending averaging ₦2.3 trillion yearly on defence and internal security (National Bureau of Statistics, 2024), public security institutions remain overstretched and unable to meet the growing security demands.

This gap in capacity has led to the rise of Private Security Organizations (PSOs) as alternative providers of protection and surveillance. However, their operations are largely uncoordinated, weakly regulated, and poorly integrated into the national security framework (Danmusa, 2025). The regulatory body, the Nigeria Security and Civil Defence Corps (NSCDC), struggles to ensure compliance and professionalism among PSOs (Private Security Observatory – Nigeria, 2024). Many PSOs focus on profit rather than public safety, often lacking proper training, accountability, and collaboration with state agencies (Oyebambi, 2024). This situation creates uncertainty about their actual contribution to national security. The problem therefore lies in how PSOs can be effectively structured and integrated to complement state institutions in addressing Nigeria's complex security challenges.

SRAI JOURNAL OF LINGUISTICS AND SOCIAL SCIENCES

2. LITERATURE REVIEW (WITH NIGERIAN AUTHORS)

A number of Nigerian scholars have investigated the intersection between private security and national security. Alemika (2017) observed that the Nigerian state alone cannot provide comprehensive security due to population growth and socio-economic pressures. Thus, private actors become vital in supplementing state efforts. Onifade (2018) argued that Private security organizations (PSOs) have enhanced urban security through visible patrols and rapid response operations, thereby reducing crime rates in corporate environments. Similarly, Okeniyi (2019) noted that the private security sector provides employment opportunities and fosters a sense of community safety. However, Nnoli (2020) warned that the proliferation of unlicensed operators undermines professionalism and contributes to human rights violations. For Eze (2021), effective regulation and synergy with public forces remain the greatest challenges to private security effectiveness in Nigeria.

These scholars collectively emphasize that PSOs, when properly coordinated and regulated, can significantly strengthen national security outcomes.

The investigation into the role of non-state actors within Nigeria's national security paradigm necessitates the precise definition of foundational concepts. The following analysis introduces and critically defines four key concepts relevant to understanding the public-private security dichotomy and integration challenges.

National Security: The concept of national security has undergone remarkable transformation in the 21st century. Traditionally, it referred primarily to the protection of state sovereignty and territorial integrity through military strength and defense strategies. However, in contemporary discourse, national security encompasses a wider range of issues including economic stability, public safety, cyber resilience, environmental protection, and social cohesion. Modern states now recognize that security challenges are multidimensional and that safeguarding a nation requires cooperation between state institutions and non-state actors. Ferguson (2019) defines national security as a socially constructed condition combining national identity, values, interests, power, and will, used to understand security beyond the state's exclusive monopoly. Similarly, a study published by Al-Adab Journal (2023) describes national security as the capacity of a state to protect its territory, people, interests, culture, and economy from external aggression and internal instability. These definitions highlight the shift from purely militaristic conceptions to holistic and people-centered approaches. For the purpose of this study, national security is defined as the ability of the state and its institutions, working alongside non-state actors, to safeguard territorial integrity, citizens, and critical resources from both internal and external threats in order to maintain national stability and promote sustainable development.

This encompasses activities such as patrolling, access control, CCTV monitoring, and alarm response, which have been instrumental in deterring petty theft, burglary, and workplace violence (Chinwokwu, 2025).

A pivotal function of PSOs today lies in the area of intelligence support any organizations have established protocols for gathering, processing, and relaying actionable information concerning suspicious movements to public law enforcement agencies. This proactive intelligence-sharing mechanism has proven especially valuable in urban environments with chronic security deficits (Agwanwo, 2021).



SRAI JOURNAL OF LINGUISTICS AND SOCIAL SCIENCES

Guard services remain the most visible aspect of the private security sector, notably in banks, schools, diplomatic premises, and oil facilities, where PSOs complement public agencies in securing critical assets (Okenwa, 2023). Furthermore, PSOs are increasingly involved in community-level policing assistance, working with neighbourhood associations and civil society groups to design local security initiatives, mediation, and conflict resolution strategies. By deploying tailored solutions, these organizations have become crucial actors in urban and peri-urban security, particularly as state resources remain overstretched.

2.1 Security Architecture

Security architecture refers to the structural and functional arrangement of institutions, actors, and processes that collectively ensure a country's safety. It is the framework through which national and sub national security objectives are coordinated, managed, and implemented. In the context of Nigeria, security architecture encompasses formal institutions such as the armed forces, police, and intelligence services, as well as informal actors including community and private security agencies. According to Chan and Dobson (2022), security architecture is an overarching and coherent structure that defines how security arrangements are organized across a particular geographical area. Similarly, Afolabi (2024) conceptualizes it as the network of institutions, mechanisms, and legal instruments through which security functions are managed and executed within a federal system. These definitions highlight both the structural and relational components of security systems. For this study, security architecture is defined as the institutional and procedural framework through which various state and non-state actors coordinate actions, share information, and implement policies aimed at ensuring national safety and public order.

2.2 Historical Overview of Private Security in Nigeria

The trajectory of private security organizations (PSOs) in Nigeria reflects both indigenous safety traditions and the gradual institutionalization of modern security frameworks. Historically, informal systems of community vigilance, palace guards, and age-grade associations provided security and social order in pre-colonial Nigeria (Agwanwo, 2021). Colonial authorities introduced formal policing, but the inability of colonial and later post-independence security forces to guarantee widespread safety led to the continued reliance on informal protection mechanisms well into the 20th century.

The emergence of professional private security organizations (PSOs) gained momentum in the 1970s amidst a period of urbanization, economic boom, and rising crime rates, especially in commercial centers such as Lagos, Port Harcourt, and Kano (Okenwa, 2023). The inadequacy and perceived inefficiency of the Nigeria Police Force, marked by limited manpower and logistical constraints, created market opportunities for private actors to offer basic guard and surveillance services to households, businesses, diplomatic missions, and expatriate communities. By the 1990s, the sector experienced significant growth, with hundreds of companies entering the industry and offering a range of security solutions, including access control, alarm monitoring, and security consulting.

The regulatory landscape for Private security organizations (PSOs) was formalized with the enactment of the Nigeria Security and Civil Defense Corps (NSCDC) Act of 2003, which empowered the NSCDC as the main regulatory authority. The Act mandates the licensing,



SRAI JOURNAL OF LINGUISTICS AND SOCIAL SCIENCES

monitoring, and coordination of PSOs, stipulating minimum standards for recruitment, training, and operation (Federal Republic of Nigeria, 2003). The licensing process now involves stringent background checks, submission of corporate documents, verification of capital adequacy, and approval by designated security agencies (Agwanwo, 2021). As of 2024, over 1,500 PSOs are formally registered and supervised, though challenges related to compliance, proliferation of unlicensed operators, and capacity gaps in NSCDC oversight persist (Private Security Observatory, 2023).

2.3 Empirical Review

Existing scholarship on Private Security Organizations (PSOs) highlights their growing significance while revealing gaps in understanding their full integration into national security systems. The review draws on the three main objectives of this study and situates current research within the broader context of Nigeria's evolving security landscape.

2.4 Role of Private Security Organizations (PSOs) in National Security Architecture

Previous studies show that Private security organizations (PSOs) have become indispensable actors in maintaining security, especially in urban areas where state capacity has weakened. Davies (2022) describes PSOs in West Africa as functional complements or even substitutes for public policing, particularly in asset protection and urban surveillance. Agbaje (2020) reinforces this by arguing that the increasing dependence on private security challenges the state's traditional monopoly on the use of force. Globally, Vickers (2019) presents models of Public-Private Partnerships in security but notes that these frameworks are rarely implemented in developing democracies, leaving ambiguity around how PSOs fit into formal national security structures. While these studies explain what PSOs do and why they exist, they largely overlook how their roles can be effectively coordinated within an integrated national security strategy (Eze, 2023).

2.5 Major Challenges Hindering Private Security Organizations (PSOs) Contribution

Empirical evidence points to several operational and regulatory constraints that limit private security organizations (PSOs) from contributing effectively to security governance. Iheme (2020) highlights weak oversight by the Nigeria Security and Civil Defence Corps (NSCDC), poor personnel vetting, and low compliance with professional standards, which together erode public confidence. Okafor (2021) identifies coordination problems between PSOs and the Nigeria Police, marked by limited intelligence sharing and competition over jurisdiction. Mabry (2024) further observes that weak accountability mechanisms globally undermine the credibility and reliability of private security actors. While these studies highlight the problems, they tend to be descriptive rather than solution-oriented, offering little practical guidance on how such systemic weaknesses can be corrected.

3. Theoretical Framework

3.1 Application of the Theories to the Study

The Security Governance Theory provides the structural and conceptual foundation by acknowledging that security is a multi-actor enterprise where state and non-state entities are interdependent. It underscores the need for regulatory frameworks and coordination mechanisms among stakeholders. Conversely, the Public Private Partnership (PPP) Model translates this

SRAI JOURNAL OF LINGUISTICS AND SOCIAL SCIENCES

governance logic into a functional and institutional arrangement, emphasizing formalized collaboration, risk-sharing, and shared accountability between public and private actors.

Applied to this study, these theories collectively explain how PSOs fit within Nigeria's hybrid security system. The Security Governance perspective helps situate PSOs as legitimate co-providers of security alongside state agencies such as the Nigeria Police Force and the Nigeria Security and Civil Defence Corps (NSCDC). Meanwhile, the Public Private Partnership (PPP) Model informs the proposed mechanisms for sustainable engagement where structured contracts, performance benchmarks, and mutual capacity-building become tools for enhancing national security outcomes. Together, these frameworks illuminate the study's core argument that improving Nigeria's national security requires cooperative, accountable, and well-regulated relationships between public institutions and private security actors within a coordinated governance structure.

3.2 The Human Security Theory

Proposed by the United Nations Development Programme (UNDP, 1994), this theory broadens the definition of security from state-centric protection to human-centered well-being. It emphasizes freedom from fear and freedom from want. PSOs, by securing communities, reducing crime, and protecting livelihoods, contribute directly to human security.

4. Discussion and Analysis

4.1 Evolution of Private Security in Nigeria

The emergence of private security in Nigeria dates back to the 1970s and 1980s when corporate organizations began engaging private guards to protect assets, the enactment of the Private Guard Companies Decree No. 33 of 1986 (now Cap P30 LFN 2004) formalized the sector under the supervision of the Nigeria Security and Civil Defense Corps (NSCDC).

Today, the private security industry in Nigeria has expanded exponentially, with thousands of registered companies providing diverse services including guarding, cash-in-transit, surveillance, cyber protection, and crowd control.

4.2 Contributions to Private Security to National Security

Crime Prevention and Detection: PSOs assist law enforcement through surveillance, intelligence gathering, and deterrence of petty crimes. Their visible presence in residential and commercial spaces reduces the opportunity for criminal activity.

Protection of Critical Infrastructure: Private security guards safeguard vital installations such as power plants, oil depots, banks, and telecommunications facilities, ensuring continuous operation of national assets.

Employment Generation: The industry provides jobs to tens of thousands of Nigerians, reducing unemployment and potential crime involvement among youths.

Support in Emergency Situations: private security organizations (PSOs) often collaborate with public forces during crises such as elections, festivals or disasters, thereby reinforcing state capacity.

Community Policing Role: Through neighborhood watch programs and collaboration with local authorities, PSOs promote trust and local intelligence sharing.

SRAI JOURNAL OF LINGUISTICS AND SOCIAL SCIENCES

4.3 Comparative Insights

In the United States, private security guards outnumber public police officers by nearly two to one. Firms such as G4S and Allied Universal work closely with federal and state agencies under strict licensing and training regimes.

In the United Kingdom, the Security Industry Authority (SIA) regulates all PSOs, ensuring professionalism and accountability. Similarly, South Africa has a well-structured Private Security Industry Regulatory Authority (PSIRA) that oversees over 9,000 companies and 500,000 registered guards.

These models demonstrate that effective state oversight and continuous capacity building enhance professionalism, transparency, and synergy between public and private actors—an area where Nigeria still faces challenges.

4.4 Challenges Facing Private security organizations (PSOs) in Nigeria

- i. Poor Regulation and Oversight: Many PSOs operate without proper licenses or fail to comply with NSCDC standards.
- ii. Low Remuneration: Guards are often underpaid, leading to poor motivation and vulnerability to compromise.
- iii. Inadequate Training: Most PSOs lack modern training in surveillance, intelligence handling, or conflict de-escalation.
- iv. Coordination Gaps: Weak cooperation with public security agencies reduces efficiency in joint operations.
- v. Proliferation of Unqualified Operators: The absence of strict entry barriers allows unprofessional firms to thrive.

These factors hinder the potential of PSOs to serve as reliable partners in Nigeria's security system.

5. Findings/ Recommendations and Conclusion

5.1 Findings

- i. Private security organizations have become essential complements to state security agencies in Nigeria.
- ii. The sector contributes to employment, crime prevention, and infrastructure protection.
- iii. Weak regulatory enforcement undermines professionalism and accountability.
- iv. There are inadequate collaboration and information sharing between PSOs and public security institutions.
- v. Comparative global experiences reveal that strong regulation, licensing, and training improve the effectiveness of PSOs.

5.2 Recommendations

Based on the study's findings, the following actionable recommendations are proposed:

- i. Strengthen Regulatory Oversight: Establish a unified and transparent framework for the licensing, supervision, and periodic auditing of PSOs, led by agencies such as the NSCDC, to ensure accountability and compliance with national standards (Iheme, 2020).



SRAI JOURNAL OF LINGUISTICS AND SOCIAL SCIENCES

- ii. Enhance Professional Training: Mandate continuous professional development, standardized training, and capacity-building programs in collaboration with public agencies to elevate the skills and ethical standards of PSO personnel (Adebajo & Uche, 2024).
- iii. Foster Public–Private Partnerships: Formalize cooperative arrangements between PSOs and government security institutions through joint operations, intelligence sharing, and integrated command structures, supported by clear policy guidelines (Adejumo, 2023).
- iv. Promote Legal and Policy Reforms: Update existing legal frameworks to clearly define the rights, obligations, and boundaries of PSOs within the national security system, ensuring effective jurisdictional partnerships and cross-agency trust (Johnson, 2019).
- v. Increase Public Awareness: Implement targeted outreach and sensitization campaigns to build public trust and understanding of the positive contributions of PSOs to national safety.

5.3 CONCLUSION

National security is no longer defined merely by the strength of a nation's armed forces or the efficiency of its police; rather, it encompasses a multidimensional approach that ensures the protection of lives, property, and the well-being of citizens. Within this expanded framework, the role of private security organizations (PSOs) in Nigeria has become both relevant and indispensable. Their contributions in bridging the gap created by overstretched public security institutions underscore the importance of collaborative security governance in modern society.

The Nigerian state, with its vast population, complex geography, and diverse socio-economic challenges, faces persistent threats ranging from insurgency and terrorism to banditry, kidnapping, and cybercrime. These threats cannot be adequately managed by public agencies alone.

The proliferation of private security organizations (PSOs) has therefore provided complementary support in guarding vital installations, gathering local intelligence, protecting corporate and residential assets, and enhancing community safety. In several urban centres such as Lagos, Abuja, and Port Harcourt, private security personnel serve as the first line of defence before the intervention of public law enforcement agencies.

However, the impact of Private security organizations (PSOs) remains uneven and constrained by systemic challenges. Weak regulatory oversight, poor remuneration, inadequate training, and limited coordination with government agencies continue to undermine their full potential. Many guards lack proper orientation in modern security management, leading to operational lapses and occasional misconduct. Addressing these issues requires strong political will, institutional reforms, and an inclusive framework that integrates PSOs into the national security architecture.

Comparative experiences from Western countries such as the United States, the United Kingdom, and Russia demonstrate that private security can coexist effectively with public policing when guided by robust legal, ethical, and professional standards. In those nations, private security agencies operate under strict licensing regimes, continuous training, and transparent oversight mechanisms, which foster accountability and professionalism. Nigeria must adopt similar regulatory frameworks to strengthen trust and collaboration between the state and private security actors.



SRAI JOURNAL OF LINGUISTICS AND SOCIAL SCIENCES

Moreover, there is an urgent need to redefine the national security policy to reflect the realities of hybrid security governance. Such a policy should recognize private security organizations as credible stakeholders rather than peripheral actors. Effective data sharing, joint training exercises, and integrated communication systems between public and private agencies will significantly improve intelligence gathering and early warning capabilities.

Ultimately, human security the protection of individuals from fear and want lies at the heart of national stability, when citizens feel safe in their communities, workplaces, and homes, the prospects for social cohesion and economic development increase substantially. Private security organizations, when properly regulated and empowered, can serve as vital partners in achieving this vision.

The path to sustainable national security in Nigeria lies in a collaborative security ecosystem that leverages the strengths of both state and non-state actors. The synergy between public institutions and private security organizations will not only enhance safety but also deepen democratic governance, promote investor confidence, and strengthen national unity. A well-coordinated, professional, and accountable private security sector is therefore not a luxury it is a necessity for Nigeria's future stability and progress.

References

- A Abrahamsen, R., & Williams, M. C. (2011). *Security beyond the State: Private security in international politics*. Cambridge University Press.
- Addae, K., & Adomako, S. (2023). Private security and community safety in Ghana. *Global Peace Journal of Security Studies*, 9(2), 112–127.
- Adefemi, F. (2022). Challenges and prospects of private security companies in Nigeria. *Journal of Security Studies*, 14(2), 123–139.
- Afolabi, T. (2024). Decentralising Nigeria's security architecture: Policy implications for federal stability. *Public Policy and Governance Review*, 6(1), 34–49.
- Agwanwo, D. E. (2021). Regulatory challenges and prospects of private security in Nigeria. *African Security Review*, 30(4), 378–391.
- Al-Adab Journal. (2023). National security and state capacity in contemporary governance. *Al-Adab Journal*, 5(2), 77–90.
- Alemika, E. E. O. (2016). Security and policing in Nigeria: Crises, reforms, and prospects. *African Journal of Criminology and Justice Studies*, 10(1), 8–31.
- Alemika, E. O. (2017). *Policing and Security Governance in Nigeria*. Jos: University of Jos Press.
- ASIS. (2021). Leaning into public–private partnerships to create cultures of safety. *Security Management Magazine*, 65(3), 18–25.
- Bryman, A. (2016). *Social research methods* (5th ed.). Oxford University Press.
- Chan, S., & Dobson, I. (2022). Regional security architecture and cooperative frameworks in the Indo-Pacific. *International Relations of the Asia Pacific*, 23(2), 263–281.
- Chinwokwu, E. C. (2025). Private security organizations and policing in 21st-century Nigeria. *Tiv Journal of Empirical Security and Development Studies*, 5(3), 47–65.
- Christou, G., Croft, S., Ceccorulli, M., & Lucarelli, S. (2015). *European security governance: The EU in a complex world*. Routledge.
- Council on Foreign Relations. (2024). *Nigeria security tracker: Annual report on violence and insecurity in Nigeria (2011–2024)*.



SRAI JOURNAL OF LINGUISTICS AND SOCIAL SCIENCES

- Creswell, J. W., & Creswell, J. D. (2018). *Research design* (5th ed.). SAGE.
- Danmusa, D. S. (2023). The role of private security organizations in enhancing national security in Nigeria. *International Journal of Security Research*, 8(5), 201–214.
- Danmusa, S. D. (2025). The role of private security organizations in enhancing national security in Nigeria. *International Journal of Scientific Research and Engineering Development*, 8(5).
- Ehrhart, H. G. (2014). Putting security governance to the test. *European Security*, 23(2), 125–139.
- Eze, C. (2021). Private Security Organisations and the Quest for National Security in Nigeria. Lagos: African Security Studies Journal, 9(3), 52–68.
- Federal Republic of Nigeria. (2003). *Nigeria Security and Civil Defence Corps (NSCDC) Act*. Laws of the Federation of Nigeria.
- Ferguson, R. (2019). The construction of national security: A theoretical framework. *University of Pretoria Working Paper Series*, 12(3), 45–63.
- Grimsey, D., & Lewis, M. K. (2002). Evaluating the risks of public–private partnerships for infrastructure projects. *International Journal of Project Management*, 20(2), 107–118.
- Iheme, K. C. (2020). The commercialization of protection: Regulatory challenges of private security organizations in Nigeria. *Journal of Security Sector Reform*, 8(3), 78–99. (Retained from the previous response's references for completeness)
- Kirchner, E., & Domínguez, R. (2013). *Security governance in a comparative regional perspective*. Routledge.
- Kopańska, A. (2024). Private entities' motivations to participate in public–private partnerships. *Economic Systems*, 48(3), 54–66.
- Krahmann, E. (2005). Security governance and networks: New theoretical perspectives in transatlantic security. *Cambridge Review of International Affairs*, 18(1), 15–30.
- Kumar, R. (2019). *Research methodology* (5th ed.). SAGE.
- Liu, L. X. (2024). The effect of public–private partnerships on innovation in public service delivery. *Public Money & Management*, 44(1), 45–57.
- National Bureau of Statistics. (2024). *Budgetary allocations to Defence and Security Agencies in Nigeria, 2018–2023*. Author.
- National Open University of Nigeria (NOUN). (2019). *Public–private partnerships and national security management*. NOUN Press.
- Nnoli, O. (2020). *Security and Governance in Developing Societies*. Enugu: Fourth Dimension Publishers.
- Okenwa, N. (2023). Hybrid security models in fragile states: The role of private security in Nigeria. *Journal of Conflict and Security Research*, 4(1), 56–72.
- Okeniyi, M. (2019). *Employment and Urban Safety in Nigeria's Private Security Sector*. Ibadan: Spectrum Books.
- Olaniyan, A. (2021). Insecurity and the crisis of policing in Nigeria. *African Security Review*, 30(1), 32–47.
- Onifade, B. (2018). *The Changing Face of Security in Nigeria: The Role of Private Security Organizations*. Abuja: Centre for Strategic Studies.
- UNDP. (1994). *Human Development Report: New Dimensions of Human Security*. New York: Oxford University Press.
- World Bank. (2022). *Security Sector Reform and Private Sector Involvement*. Washington, D.C.: World Bank Group.

