



The  
Responsible  
Security  
Association

# WORKING CONDITIONS IN PRIVATE SECURITY COUNTRY REPORT: TANZANIA

A Market Research Prepared for the International Code  
of Conduct Association by Consumers Options

ICoCA Research Paper Series on Working Conditions in Private Security



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# 1. INTRODUCTION

## 1.1 About ICoCA

The International Code of Conduct Association (ICoCA) is a multi-stakeholder initiative formed in 2013 to ensure that providers of private security services respect human rights and humanitarian law. It serves as the governance and oversight mechanism of the International Code of Conduct for Private Security Service Providers (the “Code”).

The Code articulates the responsibilities of private security companies (PSCs) under human rights and international humanitarian law to ensure the responsible provision of private security services, particularly when operating in complex environments.

ICoCA’s mission is to raise private security industry standards and practices that respect human rights and international humanitarian law and to engage with key stakeholders to achieve widespread adherence to the Code globally.

## 1.2 The research project

ICoCA commissioned Consumer Options Limited, a market research company with the ability to do research across Africa, to conduct a situational analysis of the private security sector. The objective of the research was to collect data on the working conditions of security personnel working for PSCs in Tanzania to contribute to the identification of possible areas of improvement.

The target respondents for the survey were security officers/guards working for private security companies (licensed or not). The survey did not include other categories of security personnel (directly employed by establishments or private individuals).

The study was quantitative in nature with the security guards randomly selected in sampling points in urban malls, schools, government facilities, private facilities, churches, hospitals, among others. The study aimed at interviewing a sample of 1000 security guards in five

main towns in Tanzania: Dar es salaam, Mbeya, Dodoma, Arusha and Mwanza.

The report presents the results from a survey conducted with 1008 interviewees selected to be nationally representative, with a confidence level of 95% and a margin of error of 3.009%. As such, these findings provide insight into the perspectives of security guards in major cities and employers throughout the country.

This research covered a range of industry practices that can affect the rights and welfare of security guards, including:

- Recruitment fee payment
- Access to healthcare and advocacy channels
- Mental and physical health hazards
- Safety risks
- Wages, working hours, and benefits.

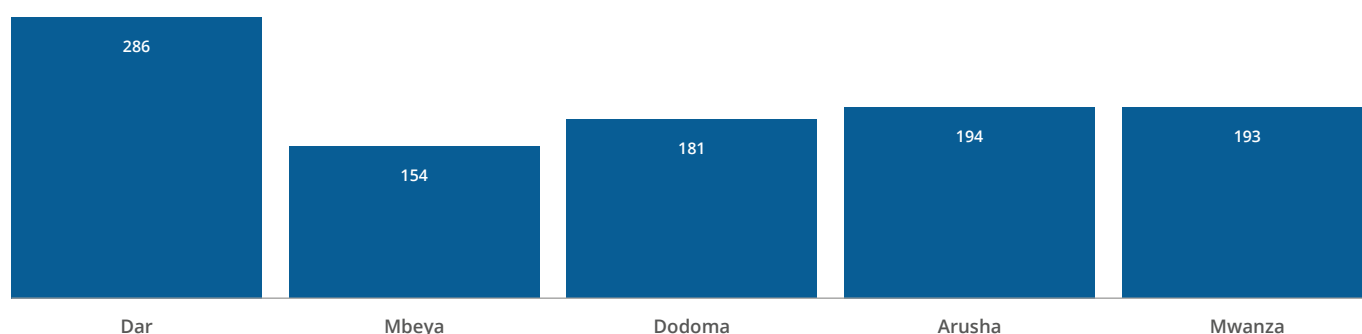
## 1.3 Data collection and analysis

Fieldwork commenced on 13th Feb 2023 and was completed on 21st Feb 2023. Data collection ran concurrently across all the regions.

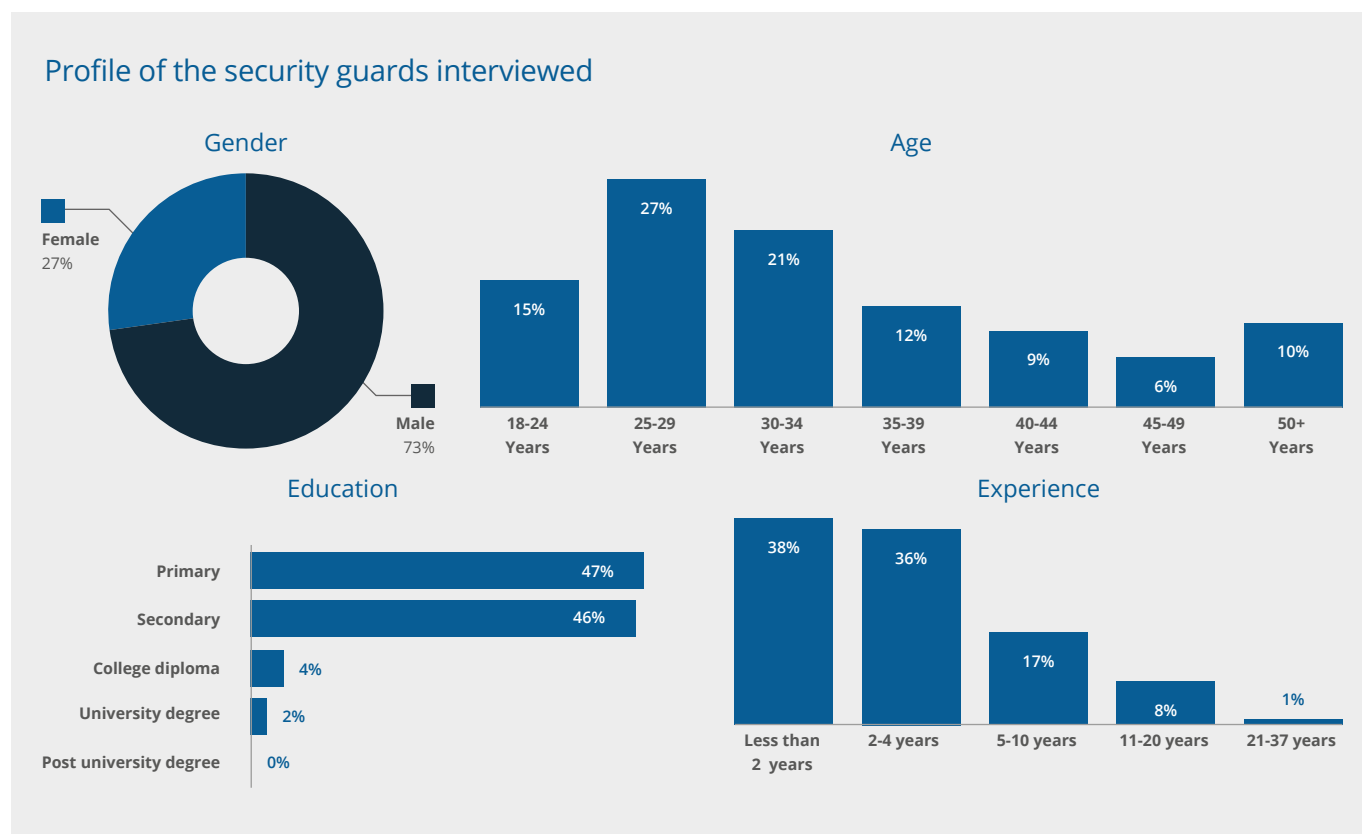
Computer aided personal interviews (CAPI) were conducted where interviewers used hand held devices to collect and submit data in real time. SurveyToGo platform was used to deploy surveys to tablets in the field and conduct surveys offline or online.

IBM’s SPSS (Statistical Package for the Social Sciences) software was used for data processing and analysis. The statistical software was used for data preparation and management, analysis and reporting and more importantly, to extract actionable insights from the data.

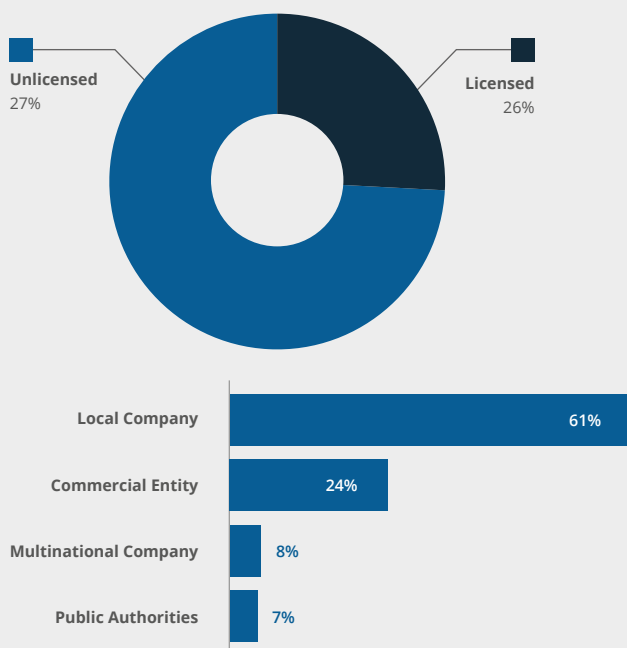
## 1.4 Achieved sample profile



A total sample of 1008 interviews was achieved across the 5 cities and towns with 286 interviews conducted in Dar es salaam, 154 in Mbeya, 181 in Dodoma, 194 in Arusha and 193 in Mwanza. Dar es salaam was allocated a larger sample due to its high population size and number of security firms.



## Employer business registration



	Licensed	Unlicensed
Dar	29%	71%
Mbeya	10%	90%
Dodoma	35%	65%
Arusha	42%	58%
Mwanza	11%	89%

	Local Company	Commercial Entity
Dar	61%	30%
Mbeya	40%	44%
Dodoma	57%	17%
Arusha	53%	31%
Mwanza	89%	0%

We achieved a sample of 266 licensed security companies (26%) and 742 (74%) unlicensed companies. Majority of the employers were unlicensed. The incidence is highest in Mbeya and Mwanza. Local companies take up the larger share of clients of security companies especially in Mwanza region.

Local companies refer to small and medium-sized enterprises (SMEs) either in service and trade thus their security needs are basic to moderate.

Commercial entities are large scale enterprises e.g. in manufacturing where they run warehouses or large farms, thus security needs are in scale.

## 1.5 Intent of the project

This research project is part of a broader research thread conducted by ICoCA on *“People in Security”*. It complements the report *“When the Abused becomes the Abuser; Poor working conditions in the private security industry undermine human rights compliance”*<sup>1</sup> published by ICoCA in 2023.

The research intends to inform civil society organisations, PSCs and authorities with a view to contribute to their dialogue on the improvement of working conditions in private security, inform clients’ procurement/contracting practices and promote PSCs’ adhesion to the Code.

This is against a backdrop of key stakeholders, including donors, investors, banks and insurance companies becoming progressively aware of the need for private security companies to operate to internationally recognised industry standards.

<sup>1</sup> <https://icoca.ch/2023/12/14/when-the-abused-becomes-the-abuser-policy-brief-report/>







## 2. EXECUTIVE SUMMARY

### 2.1 Summary of findings

#### Contracts, salary and benefits

The research findings indicate that about 56% of the Tanzanian security guards have an employment contract with their employer. This is due to the high number of unlicensed firms in the country. About 32% of the guards surveyed were paid below minimum wage (42% of the minimum wage and 26% above minimum wage). The majority of employers don't consider social benefits for their security guards. Only 13% of the security guards receive National Health cover benefits from their employers while only 38% receive National Pension scheme benefits.

The key challenges with contracts, salary and benefits are that the guards' salaries are low, delayed and deducted; some are paid in cash; few security guards access health and social benefits from their employers, the employers deduct from their salaries but do not remit the funds. The study recommends involvement of government authorities such as Tanzania Social Services Industry Workers' Union (TASIU) and Tanzania Union of Industrial and Commercial Workers (TUICO) to champion stakeholder forums and alignment of the private security sector as well as adoption of bulk mobile payment systems to manage cash payment.

The study also recommends an awareness and sensitisation drive for the 2023 minimum wage law and regulation and the implication for employers who fail to pay the minimum wage. The campaign should also address the issue of employers not remitting social benefits funds.

#### Gender and discrimination

Indicatively, about 9% of the security guards have noticed cases of gender and discrimination while 8% have observed a case of sexual harassment at their work place. The findings also showed that only about 16% of the guards are aware of preventative measures in place to manage and address discrimination and harassment at work.

Typical discrimination at work include guards being relocated to a hard or poor working station or forced to do extra duties without pay by their supervisors. The study recommends establishment of structures and processes across all job cadres to eliminate cases of discrimination at supervisor level especially on job allocation.

The findings show that sexual harassment at the work place exists but is not considered a big issue especially by employers. It is believed that they are aware of the issue but choose not to address it. The study demonstrates the need for the adoption of a series of initiatives against sexual harassment in collaboration with professionals and related institutions. While complaints and sanction mechanisms need to be adopted and implemented, the study also recommends preventative measures like gender mainstreaming for security firms and trainings.

#### Health, mental health, safety, work time

About 45% of the guards work 7 days a week without a day off and 85% work 12 hours a day. 35% of the guards can be deployed for any shift while only 18% can take a break during working hours. A significant number of guards don't have access to basic amenities like drinking water, toilets, shelter, tables, chairs and access to meals.

About 41% of the security guards are likely to engage in unlawful behaviour due to poor working conditions. 37% are likely to have mental health problems while 31% are not likely to perform at their best. About 39% of the security guards in Tanzania are aware they are allowed to join an employee union while only 18% are currently represented.

The key gaps include the risk of guards' fatigue due to working without a break, risk of hunger, diseases like malaria, pneumonia, having back aches, among other health and security risks and low opinion of private security guards affecting their dignity.

The study demonstrates the need for the adoption of employee management structures and systems to optimise efficiency and productivity, a collective responsibility drive for industry players to enhance access to basic human needs like toilets and shelter, establishing forums for guards to meet and discuss working conditions challenges with employers and other industry stakeholders as well as demonstrating the relevance of employee unions and address the stigma around union members.

### Employee training

70% of the employers provide training for their security guards. About 58% are trained on customer service, 58% on rules and use of force, 57% on health and safety and only 25% on human rights. Human rights is the least prioritised topic area across both licensed and unlicensed employers. Key challenges with employee training include supervisors not assessing training needs when recruiting personnel and that a majority of employers offer basic training like parade, handling customers and health/safety but don't offer any specialised trainings.

The study demonstrates the need for robust training and mentorship programmes for new and experienced security guards. The trainings should award certificates once the guard has been trained to build their capacity and relevance in the sector. Other areas to motivate the guards could include salary increase on attaining certain levels of certification.

## 2.2 Regional differences

Generally, Mbeya and Mwanza have the highest incidence of unlicensed employers. Mbeya has the highest number of commercial entities while Mwanza has the highest number of local companies.

Employment terms: Mbeya, Arusha and Dar are the top three regions paying above average (minimum or above minimum) wages. Mbeya employers are least likely to have contracts.

Work environment: Dodoma and Mwanza have the most guards working 7 days a week. Dodoma stands out for higher number of employers not training guards.

Impact of poor work environment: Dodoma stands out for lowest incidence of guards likely to engage in unlawful behaviour. Arusha has the highest incidence of guards likely to have mental health problems due to poor work environment.



## 3. RESEARCH FINDINGS

### 3.1 Security industry trends

According to [allafrica.com](https://allafrica.com/stories/202202110178.html)<sup>2</sup>, **private security firms were recently ordered to re-register** their businesses in Tanzania. The police force has given a one-year ultimatum to all PSCs to undergo electronic registration for improving the sector as well as providing high-quality and reliable services. There is limited regulation in the Tanzania private security industry. While private security companies are required to register with the Business Regulation and Licensing Authority (BRELA), there is no regulating authority. The market is considered to be volatile in terms of employment due to the high entry and exit of guards in companies in the country.

The Citizen Newspaper<sup>3</sup> reported that Tanzania is set to **invest in high level technology**, infrastructure, train more cyber experts and create a conducive environment to strengthen cyber security and avoid cybercrime in the country.

There is a **demand for security and safety** in almost every institution. That's why even unregistered companies enter and thrive in the market. There also a very high

number of security personnel seeking employment every day. These are from the military and police force retired officers, rangers, constables, etc.

Key organisations in place allowing for **stakeholders to discuss common issues** affecting the security industry include the Tanzania Security Industry Association, Tanzania Union of Industrial and Commercial Workers (TUICO) and Tanzania Union of Private Security Employees (TUPSE), which protects the workers' rights in the private security sector.

An article by Jinsi Ya Online News<sup>4</sup> reports how after nine years with no increases in the **minimum wage rate**, the Tanzania Government recently announced new salary levels that will be applied to private sector workers. The announcement indicated that as of January 1, 2023, the minimum wage for large security firms (tier 1) shall be US\$ 94.9 while that of small security firms (tier 2) shall be US\$ 63.3. There are also different rates depending on day/night/overtime, etc. Employers who fail to pay the Minimum Wage may be subject to punishment by Tanzania's authorities.

2. <https://allafrica.com/stories/202202110178.html>

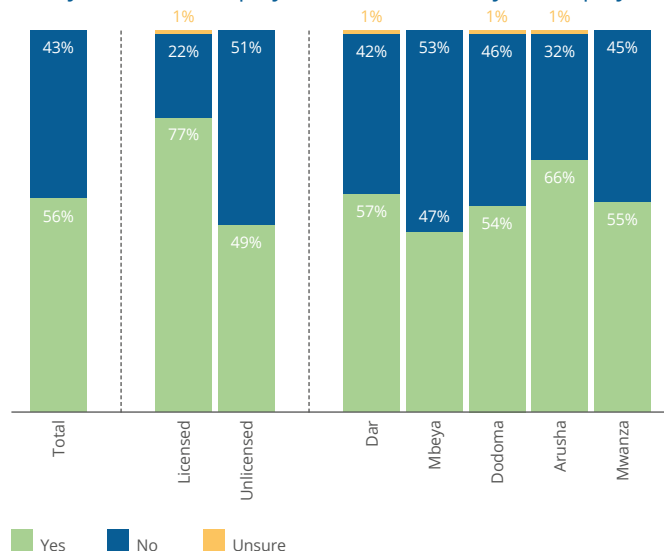
3. <https://www.thecitizen.co.tz/tanzania/news/national/tanzania-to-invest-in-infrastructure-to-fight-cyber-crime-3981190>

4. <https://jinsiyaonline.com/viwango-vipya-vya-mishahara-sekta-binafsi-2022/>

## 3.2 Contracts, salary and benefits

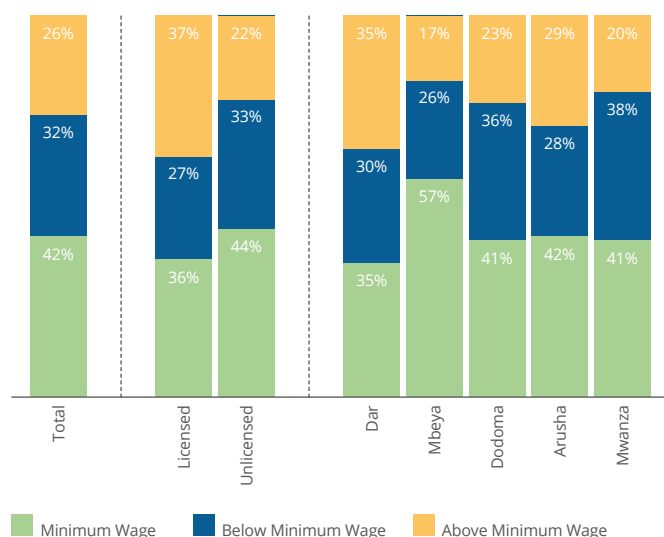
### 3.2.1 Key findings on contracts, salary and benefits

#### 1. Do you have an employment contract with your employer?



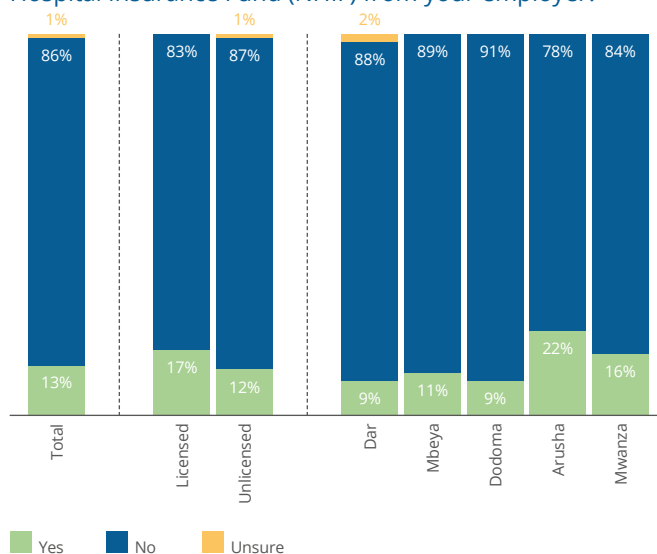
**Employment contracts are common among licensed employers** with about 77% of licensed employers having contracts compared to 49% of unlicensed employers. The incidence of employers with contracts is highest in Arusha (66%) and lowest in Mbeya (47%) where there are more commercial entity clients.

#### 2. Salary levels compared to minimum wage



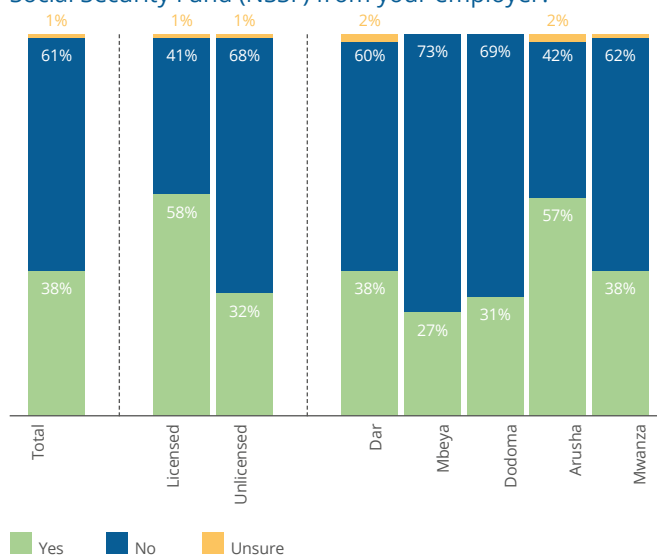
The findings indicate that about 42% of employers pay a minimum wage while 32% pay below minimum wage. This is a significantly high incidence considering the majority of the firms are unlicensed. Regionally, Mwanza and Dodoma have the highest incidence of employers paying below minimum wage at 38% and 36% respectively.

#### 3. Do you receive social benefits such as the National Hospital Insurance Fund (NHIF) from your employer?



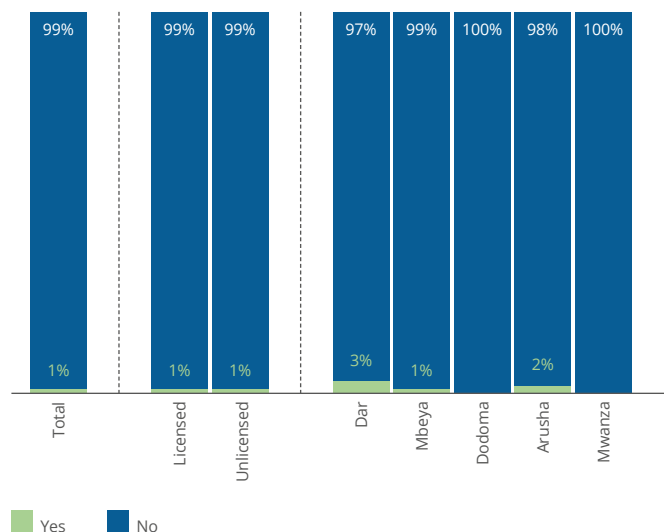
There's a significantly low incidence of employers offering health cover across both licensed and unlicensed employers. Regionally, Arusha has 22% of the guards with health cover. Some guards voluntarily **forgo deductions for NHIF due to low income** while others mentioned that deductions are not remitted by their employers.

#### 4. Do you receive social benefits such as the National Social Security Fund (NSSF) from your employer?



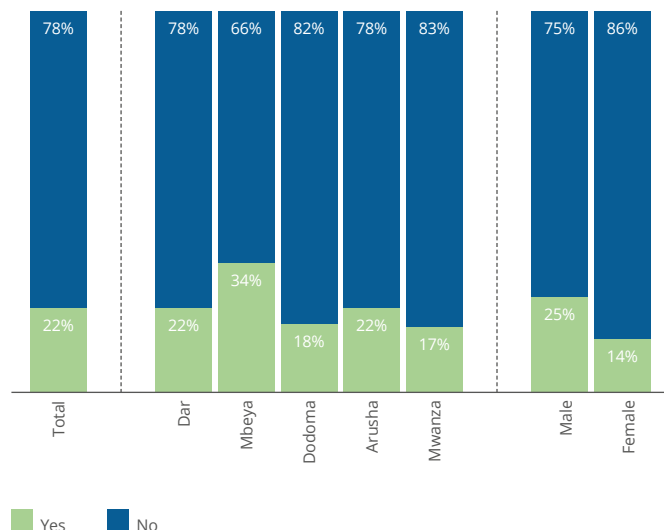
About 38% of the security guards have a national security fund with their employer. This is **more common among licensed employers** than unlicensed with 58% and 32% respectively receiving social benefits. Regionally, Arusha leads in these covers with about 57% of the employers having a national security fund for their security guards.

## 5. Do you receive any other benefits?



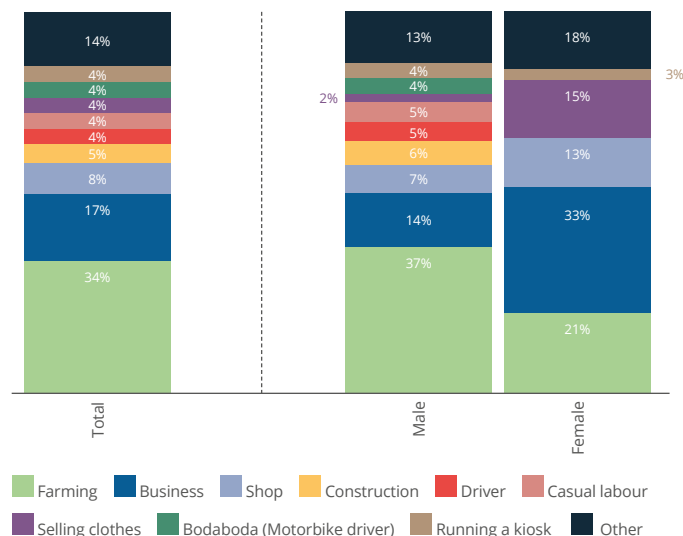
**Extra benefits are almost nonexistent in Tanzania** with only 1% having received any extra benefits. These few have received Christmas holiday gifts, medical and risk insurance, overtime payment, salary advances, allowances e.g. house, travelling, etc., as well as welfare association.

## 6. Do you have another activity to supplement your income?



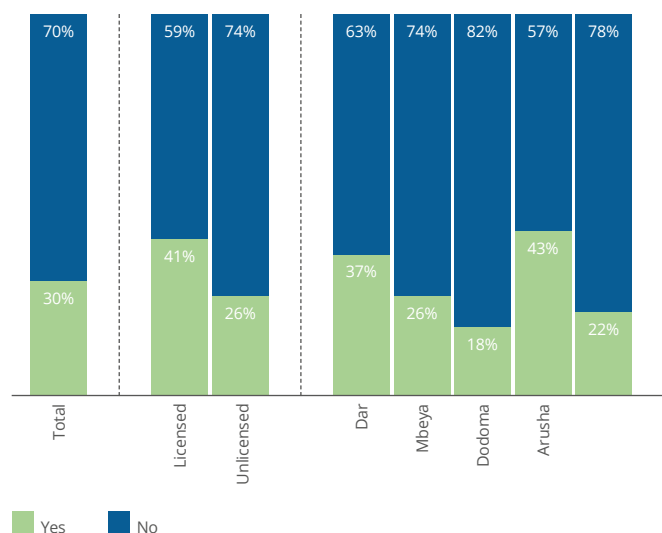
About 22% of the **guards have another activity to supplement their income**. Guards in Mbeya have the highest likelihood of engaging in another income generation activity, an indication that commercial entities are more flexible to allow for other activities. By gender, more male guards (25%) engage in these activities than female guards (14%).

## 7. Types of activity to supplement income



**Farming is the top alternative source of income** for 37% of the male security guards while small business is the top activity for 33% of the female security guards. About 15% of the female security guards sell clothes while 13% have a small shop selling valuable goods. Some men also work in construction companies, as a driver or as a casual laborer.

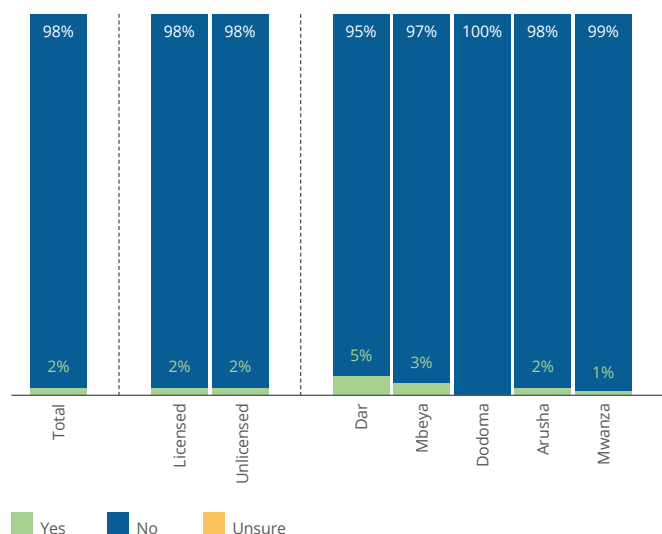
## 8. Are you and other security guards paid for working overtime?



**30% of the guards are paid for working overtime** in Tanzania. Unlicensed employers are less likely to pay for overtime at 26%. Regionally, only 18% of the employers in Dodoma are likely to pay their guards for overtime compared to 43% in Arusha.



## 9. Did you have to pay recruitment fees?



The culture of paying a fee to be hired is almost nonexistent in Tanzania with only 2% of the guards having paid recruitment fees. Regionally, Dar has 5% incidence, 3% in Mbeya, 2% in Arusha and 1% in Mwanza.

### 3.2.2 Key challenges with contracts, salary and benefits

The main challenge in Tanzania is that employment contracts are mostly common among licensed employers. A significant number of guards do not have contracts and some don't have pay slips where they are paid in cash. The security guards with contracts feel that the terms are not favourable especially when one wants to leave employment or when they are fired. In such instances there are no benefits issued to the guards. Also, while the guards' uniform costs are deducted from their salaries, the uniforms are taken back by the company when the guard leaves the company.

Salary delays is another core challenge security guards face. Some guards claimed to not have been paid for the last 3 months while others go for long periods without pay. Additionally, some of the guards were directly employed and paid by supervisors and they do not know where the company offices are and thus cannot ask for their salaries.

Few security guards have access to health benefits. Some of the employers avoid committing to social benefits by employing guards on a short term basis, such as a period of only 3 months. This way they don't get into a contract and don't have to pay for NSSF and NHIF. This is mostly common among the unregistered private security companies.

For the guards with access to benefits, their employers are said to make deductions of NSSF and NHIF from the guards' salaries but do not remit the funds to the respective institutions. One of the study participants reported to have worked for 10 years and found that contributions were only remitted twice. For this among other reasons, the security guards opt not to be deducted and more importantly, save the low wages they receive.

Another challenge with contracting is that guards are tasked with extra duties that are not part of their job responsibilities. Some guards posted in homes are asked to clean the house or wash clothes. The majority are not paid for the extra tasks.

### 3.2.3 Gaps and opportunities for contracts, salary and benefits

The research findings indicate that about 43% of the guards don't have a contract with their employer, this is mostly due to the high number of unlicensed firms in the country. Most of the guards' salaries are delayed and deducted. Non-contracted guards are paid in cash. There is an opportunity to involve government authorities such as TASIU and TUICO to champion stakeholder forums and alignment of the private security value chain from the guards, their supervisors, employers and the associations that represent them. To manage cash payment, PSCs can be encouraged to adopt bulk mobile payment systems.

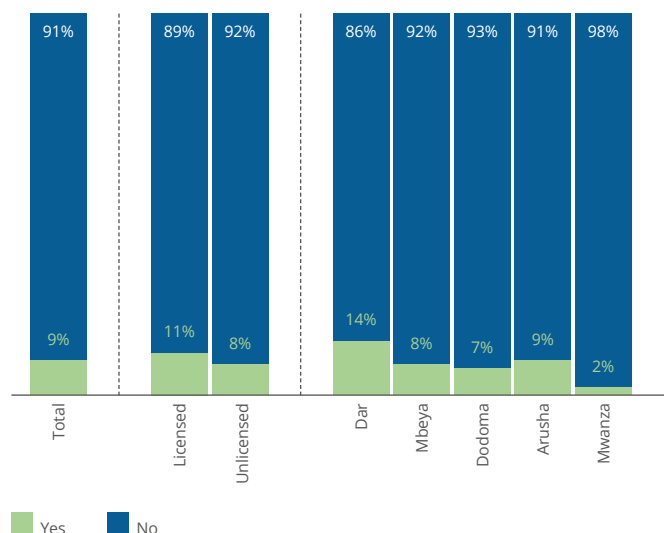
About 32% of the security guards receive an income below minimum wage. The salaries are not only low but are also delayed and not paid on time. While there is a law on minimum wage, the employers are either not aware or are not willing to adhere to it. Therefore, there is a need for an awareness and sensitisation drive for the 2023 minimum wage law and regulation and the implication for employers who fail to pay the minimum wage.

The findings revealed that despite few security guards accessing health and social benefits from their employers, the employers deduct from their salaries but do not remit the funds to the right institutions. Also, the employers are not able to afford the benefits from their low and delayed salaries. There is a need for an advocacy campaign on ensuring that these payments are remitted by the employers as well as advocacy on the importance of these benefits to the guards.

## 3.3 Gender and discrimination

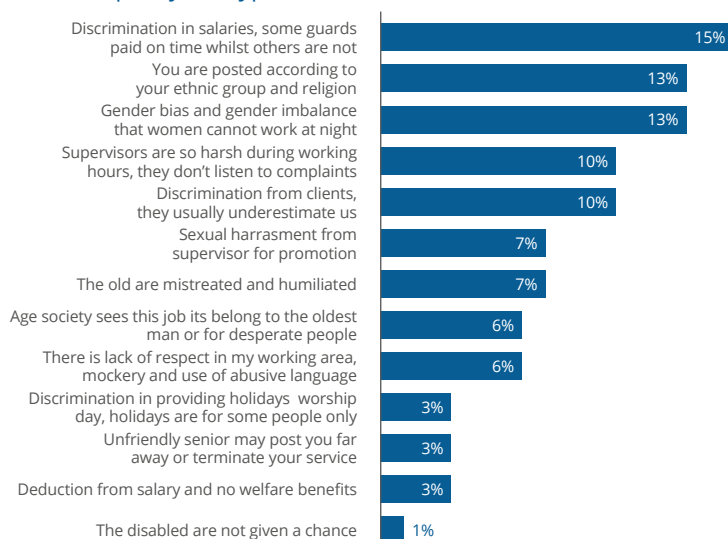
### 3.3.1 General findings on gender and discrimination

1. Do you notice any discrimination at work because of age, gender, race, ethnicity, nationality, sexual orientation, disability, religion, etc.?



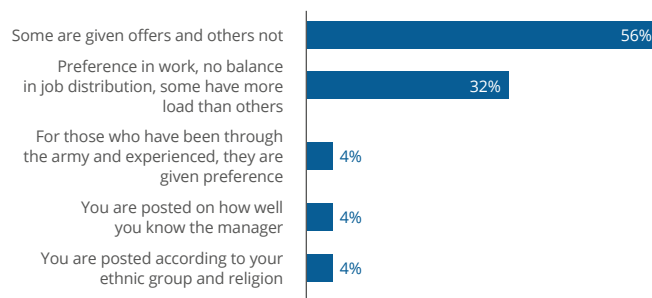
**About 9% of the security guards have experienced discrimination** at their work place. These incidences are noticed in both licensed and unlicensed employers. Regionally, Dar has a higher incidence at 14% while Mwanza has the lowest at 2%.

#### 2. Specify the types of discrimination noticed at work



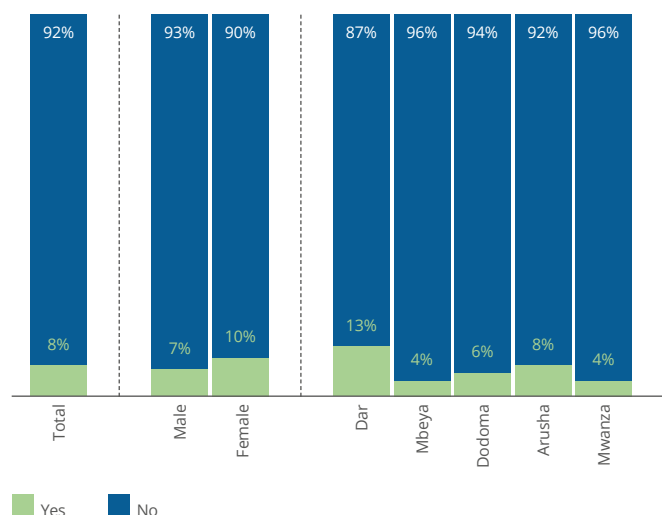
Salary discrimination is experienced by about 15% of the guards, 13% claim guards are posted based on ethnic group or region and 13% experience gender imbalances. Harsh supervisors, lack of respect and mistreatment based on age are other key areas of discrimination observed by guards in their work place.

#### 3. Specify the types of favouritism noticed at work



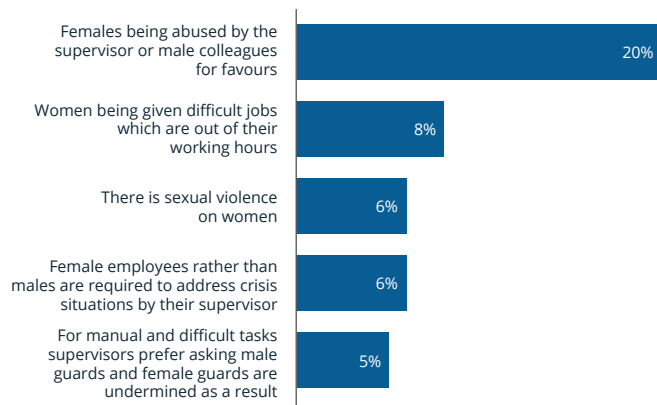
Cases of favouritism include unfair distribution of offers and job allocation at 56% and 42% respectively. These cases of favouritism are common with managers and supervisors of the security guards.

#### 4. Do you observe any forms of sexual harassment at work?



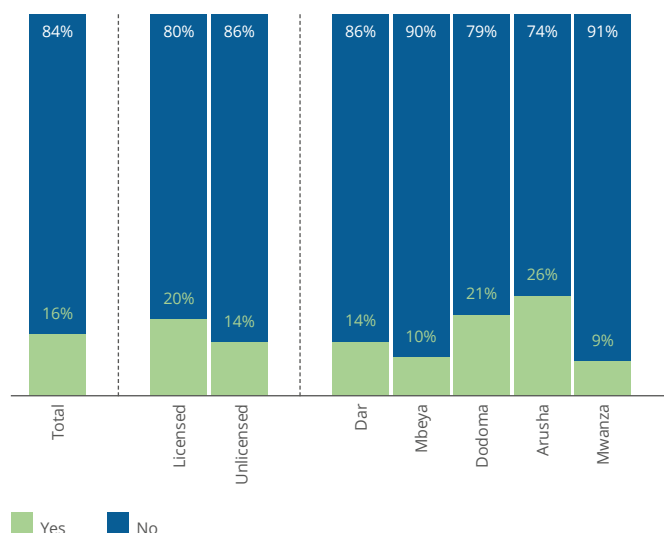
#### 5. Specify the forms of sexual harassment observed at work

**About 8% of the guards have observed sexual harassment** either for favors or job allocation, with women having more incidences than men at 10% and 7% respectively. Regionally, Dar es salaam leads in the incidence of sexual harassment at work at 13% while Arusha ranks second at 8% incidence.



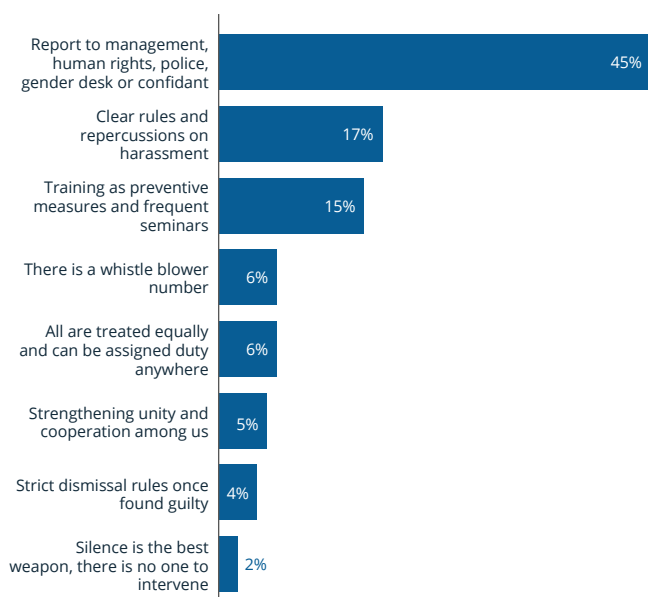
Use of abusive language is the most common case at 20%. Others cite unfair job allocation at 8% while 6% experience sexual violence. About 5% have experienced cases of female guards' harassment at work.

#### 6. Do you know if/what preventative measures are in place?



Only 16% are aware of preventative measures in place. This indicates a high likelihood of these employers not having preventative measures or a lack of communication regarding preventative measures. The incidence is highest in Arusha and Dodoma at 26% and 21% incidence respectively.

#### 7. Specify the preventative measures in place



About 45% of the guards are aware that they can report to management, human rights office or even the police. About 17% are aware of the rules and implications while 15% are aware of prevention of sexual harassment trainings and seminars.

### 3.3.2 Key challenges with gender and discrimination

Gender discrimination is mostly caused by sexual demands by supervisors and/or clients. Female guards who refuse to give sexual favours are posted far. Other female guards have their salaries deducted/lowered if they decline sexual demands.

Female guards are also reportedly asked to have sex with clients when guarding homes. Some clients ask female guards to come into the house for sex.

*"A guard reported a male employee about sexual requests and instead was transferred very far away and told to let him have what he wants."*

Another challenge female guards face is managing work and family time and responsibilities. Female guards with families often come late from work, a key driver for conflict in their households. One of the female guards surveyed reportedly brings her child to work.

The culture of discrimination and favouritism has elevated the role of supervisors and empowered them where security guards pay them for favours like favorable posting. If one fails to pay, they get posted to areas far where they have to board two vehicles to get to work. These supervisors prefer aged guards as they will not demand their rights.

### 3.3.3 Gaps and opportunities for gender and discrimination

The core gap with discrimination at work is staff posting by their supervisors. The security guards are at risk of being relocated to a hard or poor working station or forced to do extra duties without pay. The findings also noticed that experienced guards discriminate new comers. There's an opportunity to establish structures and processes across all job cadres to eliminate cases of discrimination at the supervisor level especially on job allocation.

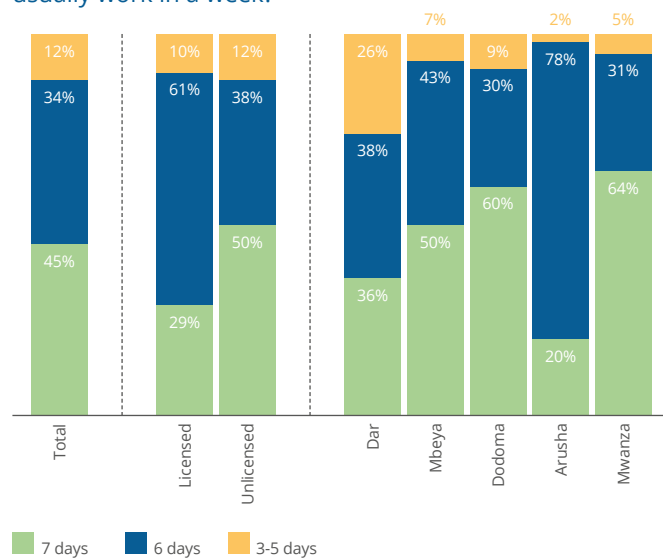
The study indicates sexual harassment at work exists but is not considered a big issue. The employers are believed to be aware and are sweeping the issue under the table. There's an opportunity to launch a zero tolerance sexual harassment initiative in collaboration with professionals and related institutions.

There's also an opportunity in preventative measures like gender mainstreaming and trainings for security firms. The trainings and forums should help the guards, both male/female, to identify and know how to handle gender and discrimination issues at their workplace.

## 3.4 Health, mental health, safety, work time

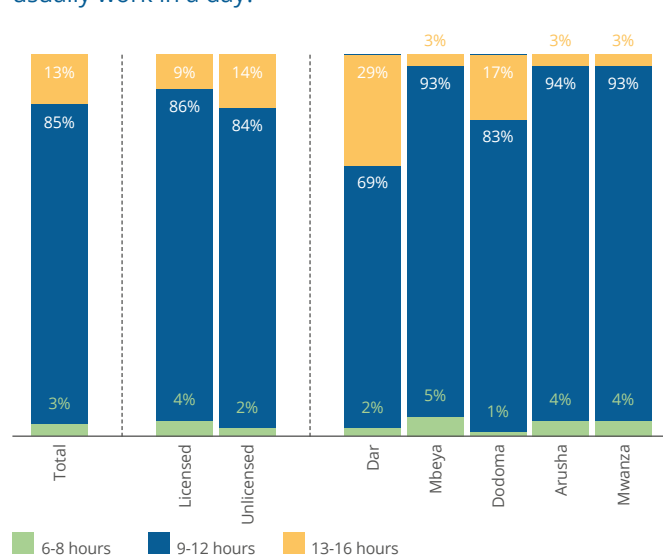
### 3.4.1 General findings on health, mental health, safety, work time

#### 1. How many days do you and other security guards usually work in a week?



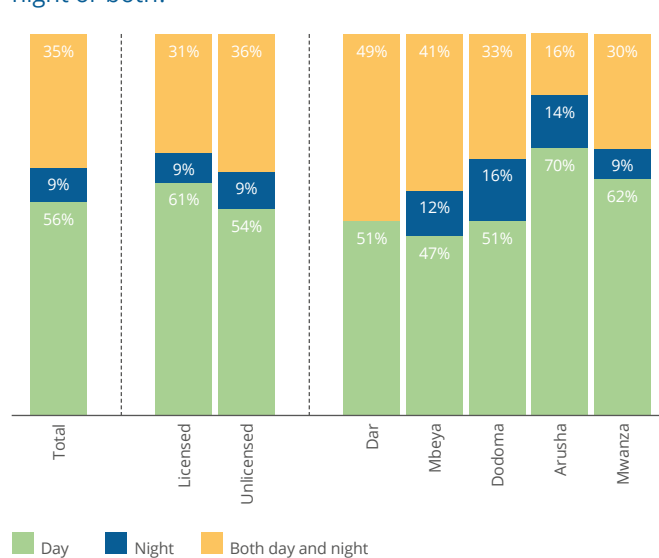
**45% of the security guards don't have a day off** in a week. This among other factors contribute to exhaustion and eventually affect their wellness/health. Regionally, 60% of the guards in Dodoma and 64% in Mwanza regions have guards working without a day off, the highest incidence across all the regions.

#### 2. How many hours do you and other security guards usually work in a day?



The findings indicate 85% of the guards have a 12-hour work shift. About 13% work for 13 – 16 hours. These are **cases when the reliever guard is late or does not turn up** for duty. About 29% of guards in Dar and 17% in Dodoma work for employers running a 16 hours work shift, the longest shift in the country.

#### 3. Are you working during the day, during the night or both?



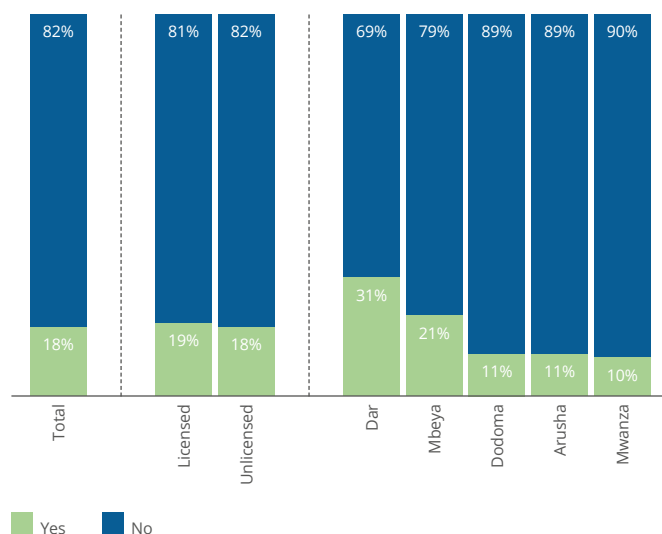
About 35% of the guards work both night and day shifts. This is mainly due to the rotational structure of allocating posts and shifts exercised by most employers. The incidence is highest in Dar es salaam at 49% and Mbeya at 41%.

#### 4. Reasons for working both day and night



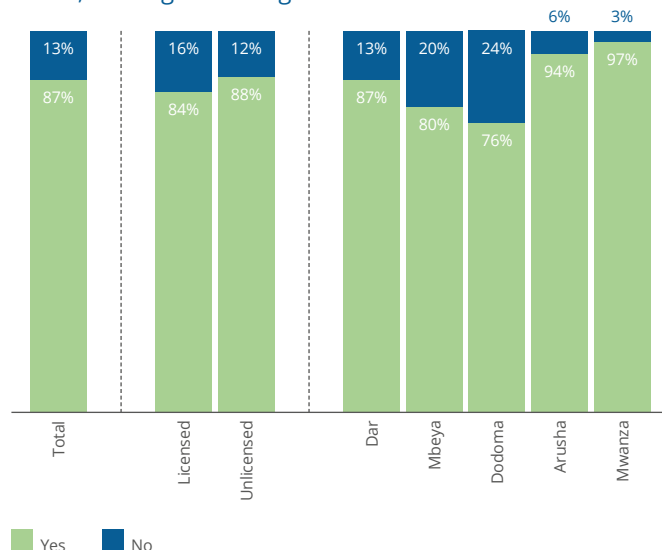
Core reasons for working both shifts include security guards being allocated shifts by their employers at 48%, 27% who follow employer schedules and employers lacking sufficient guards at 13%. About 5% of the guards agree themselves on days to work on both day and night shifts.

## 5. Can you take breaks during working hours?



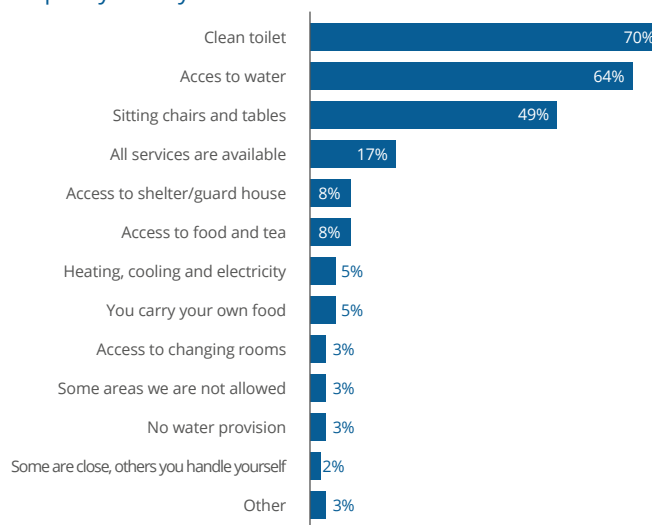
Only about 18% of the guards in Tanzania can take a break during working hours. This is a low incidence considering the work environment is expected to be conducive for the guards to be productive. The incidence is higher in Dar at 31% and Mbeya at 21%.

## 6. Do you have access to toilets, drinking water, shelter, chairs, heating or cooling?



The findings show that there is **very high access to amenities by the guards** with about 87% having access to toilets, drinking water, shelter, etc. Arusha and Mwanza employers are most diligent in providing these amenities to their security guards with 97% and 94% of the guards having access respectively.

## 7. Specify what you have access to

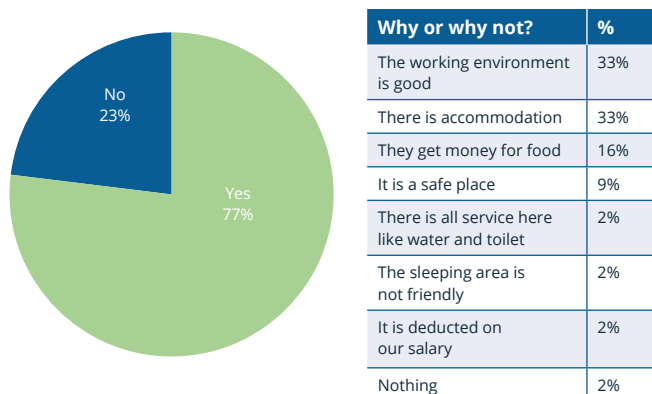


About 70% have access to a clean toilet, 64% have access to clean water while 49% can access chairs and tables. Only about 8% have access to shelter/guard house, so some guards create temporary structures. Other amenities mentioned include: kitchen, gas stove, fridge, microwave, first Aid kit, air conditioner, and weapons like a baton stick and a torch and fire extinguishers.

*"Some workplaces they provide nothing so you stand up until you get dizzy."*

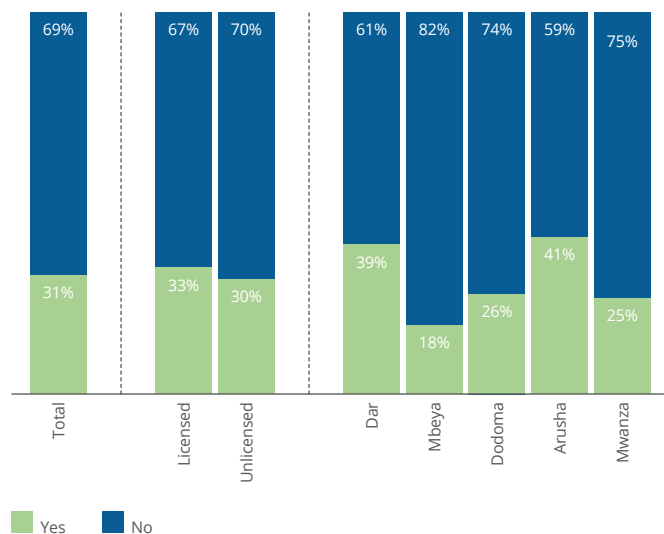
Access to employer accommodation is significantly low in Tanzania with only 5% of the employers offering accommodation to their security guards. The incidence is not significantly different across licensed and unlicensed as well as across the regions.

## 8. Are you satisfied with the accommodation provided by your employer?



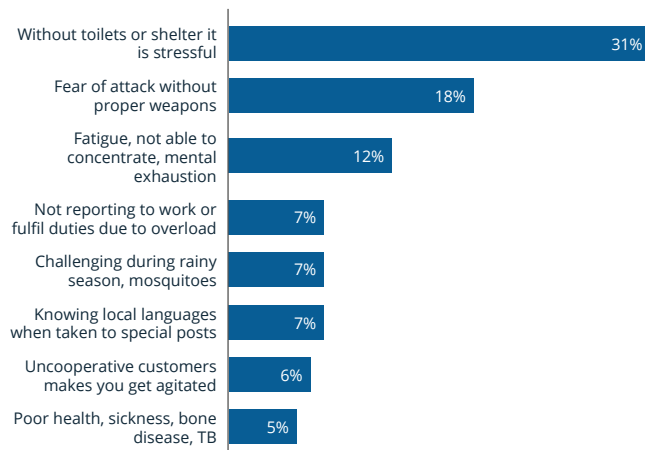
The few guards with accommodation from their employer are content with 77% of the guards rating it satisfactory. The core benefits of employer accommodation include access to food, safety water and toilet. The challenges with this kind of arrangement is that it's **not employee friendly and attracts salary deductions**.

## 9. Do working conditions affect the performance of security personnel at work?



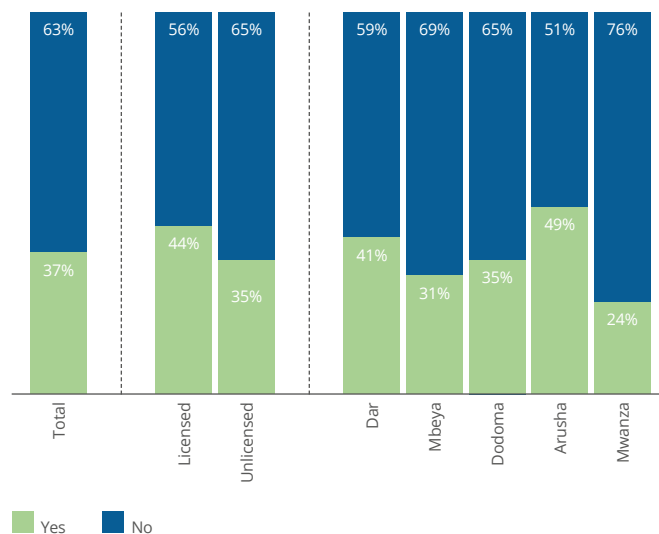
Close to a third of the guards feel that **poor working conditions affect their performance** among 33% of the licensed employers and 30% of unlicensed employers. The incidence is highest in Dar at 39% and Arusha at 41% the regions with a balanced clientele groups.

## 10. Specify how working conditions affect performance



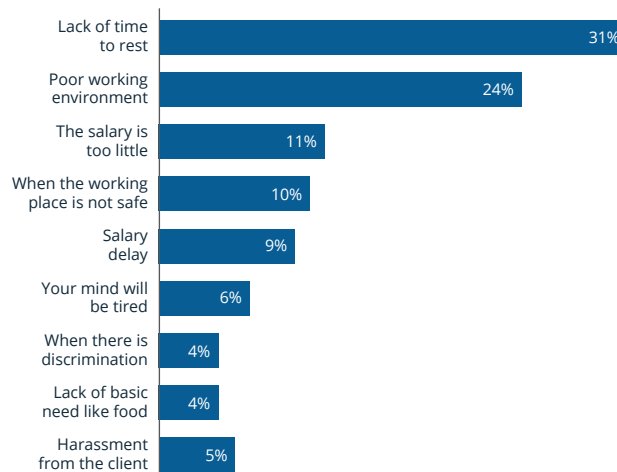
About 31% complain of not having toilets and shelter, 18% fear lack of proper weapons while 12% are worried of the fatigue from having long durations without breaks and days offs. Other aspects affecting performance include health and wellness, fall out with clients and local language barrier among others.

## 11. Do you think working conditions affect the mental health and relationships of security guards?



About 37% of the guards think working conditions affect their mental health and relationships. The incidence is higher among licensed employers at 44% compared to unlicensed at 35%. Regionally, Arusha has the highest incidence with 49% of the guards feeling that poor working conditions affect their mental health and 41% of the guards in Dar. There's a need to address the cases of mental health in the workplace more so in Dar and Arusha.

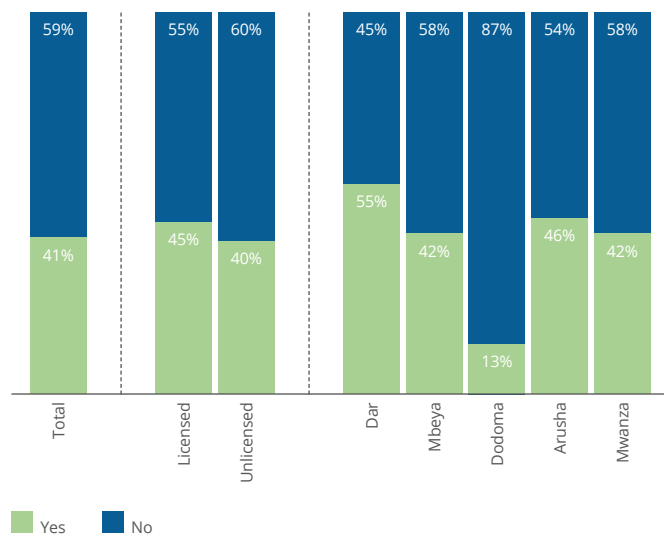
## 12. Specify the effects on mental health and relationships



Key factors affecting mental health and relationships include lack of time to rest at 31%, poor working conditions at 24%, low wage at 11% and unsafe working place at 10%. Ensuring that the guards have sufficient rest hours and days may significantly improve mental health of guards as well as their working and family relationships.



### 13. Have you noticed that guards are more likely to engage in unlawful behaviour if working conditions are poor?



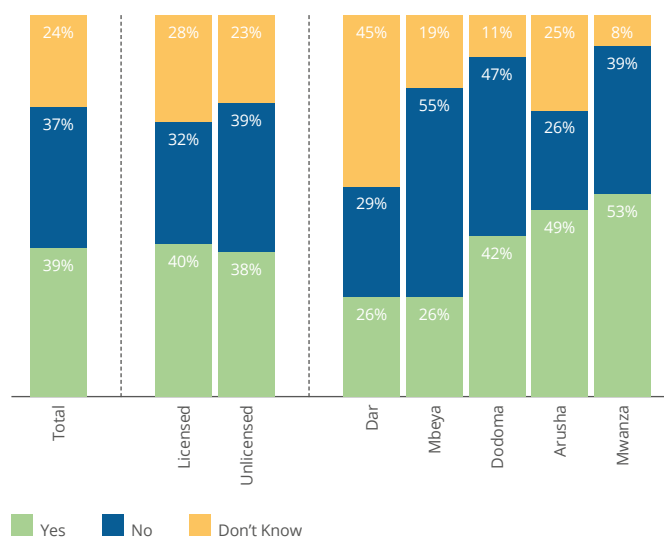
About **4 in every 10 guards** feel that poor working conditions are the leading driver for guards engaging in unlawful behaviours. Regionally, Dodoma has the lowest incidence, at 13%, that may imply that employers and guards in the region have strong values and culture.

### 14. Specify unlawful behaviour



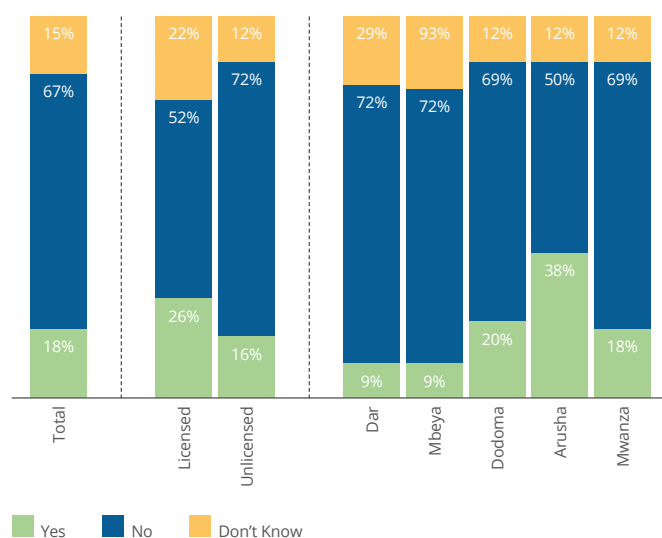
About 97% of the guards report that those likely to engage in unlawful behaviour engage in theft. For instance, a guard was selling a client's water to the neighbors. A few guards are likely to take bribes for services rendered or ask for sexual favors.

### 15. Are you allowed to join a union?



About 24% of the guards are not aware if they are allowed to join a union. The incidence is highest in Dar at 45% and Arusha at 25%. Some of the guards fear that if they join unions they will be victimised by their employers. There's an opportunity to grow awareness and understanding of employee unions.

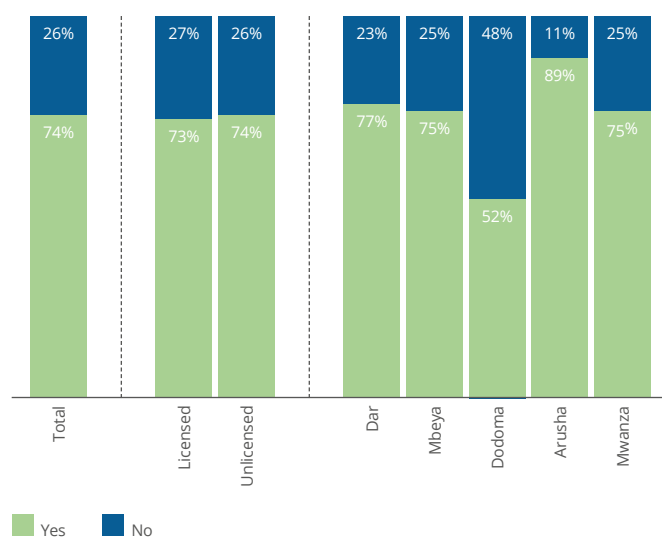
### 16. Are you represented by a union?



**39% of the guards are aware they can join a union but only 18% have joined one. It means that only 50% of those who are aware have actually joined a union.**

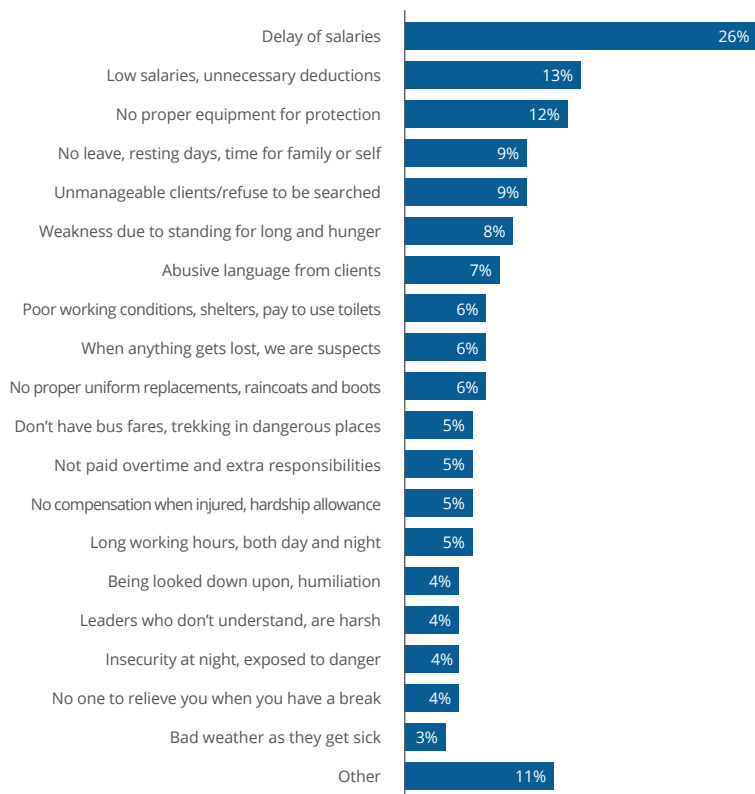
Guards lack interest as their **representatives are bribed** by the companies and thus cannot represent the guards when there is a complaint. Arusha leads in staff representation. There's an opportunity to grow the popularity of unions in Dar and Mbeya.

### 17. Do security guards face other challenges at work?



## 18. Specify other challenges at work

About 74% of the guards face other work challenges, an indication of unmet needs and concerns not addressed for both licensed (73%) and unlicensed (74%) employers. The incidence of guards with other challenges is highest in Arusha at 89%. Dodoma on the other hand has the lowest incidence of work challenges at 52%, an indication that employers have tried to address guards' challenges.



Salaries, delays, deductions and lack of proper equipment are the top concerns for security guards in Tanzania. Other challenges include that terms stated in the contract are not applicable, that there is no effective NHIF and NSSF cover, that there is conflict among the guards themselves and that is difficult to get loans.

### 3.4.2 Challenges with health, mental health, safety, work time

The main challenge security guards face is the low opinion the employers and general public have of them. They feel undermined and looked down upon. Employers do not care if there is an accident at the work place. The guard is taken to the hospital and asked to take care of themselves. Some employers lock their guards in the company compound for the weekend. Thus, they cannot go out to buy food and water. The guards also get fired for small mistakes.

Employees also face the challenge of working for long hours without a break. Extended working hours is a common issue. For instance, if the closing time is 1800hrs the guard stays until 2000hrs. The majority of the guards do not go on leave. One of the respondents interviewed has been writing to their employer for the last 7 years requesting for leave. The guards are not allowed to take time off when ill or attend funerals of their loved ones. If a guard takes an unapproved day off or takes leave they do not get payment for days they did not work.

The risk of security guards working without breaks, day off and leave is that it leads to employee fatigue. The majority of these security guards who work overtime are not paid for the time served. The few guards who are paid for working overtime are not paid as expected/required.

Access to amenities like toilets, shelters, tables and chairs is still a challenge to security guards. Night time guards have issues with accessing toilets as most offices are closed. Day time guards on the other hand lack good shelters that can protect from the sun and rain.

Generally, there is fear of joining the union due to victimisation by the employers. Also, it is believed that some offices take bribes from security companies so that their cases are not dealt with. The cases can take a long time to be resolved, even up to 3 years.

### 3.4.3 Opportunities for health, mental health, safety, work time

There is a gap in the working hours, days, shifts and leave accessed by security guards. Close to half of the guards work without a day off. These guards are time constrained and may not have family and personal time. The study identifies an opportunity in efficient employee management structures and systems to optimise efficiency and productivity.

Despite the guards being strained by their working hours, a significant number still engage in other income generating activities to supplement their salaries. Low and delayed salary payments are the core reasons security guards engage in other income generating activities. Capacity building on financial management, establishing a savings and cultivating an investment culture are some of the opportunities to explore.

A significant number of guards do not have access to basic amenities like drinking water, toilets, shelter, tables, chairs and access to meals. The guards are at risk of hunger, diseases like malaria, pneumonia, having back aches among other health and security risks. There is an opportunity for a

collective responsibility drive for industry players to enhance access to basic human needs.

The general public has a low opinion of private security guards. The guards lack dignity in the job. To change the public opinion, there is an opportunity to advocate for the importance of the sector and education on the role and contribution of the guards to the country.

Work environment and challenges have a high impact on performance, mental and physical health of the security guards. Rude clients, late payments, no toilets/shelter/tables/chairs, no off/leave days and risky duty stations are some of the challenges guards face. There is an opportunity to establish forums for guards to meet and discuss their challenges with employers and other industry stakeholders.

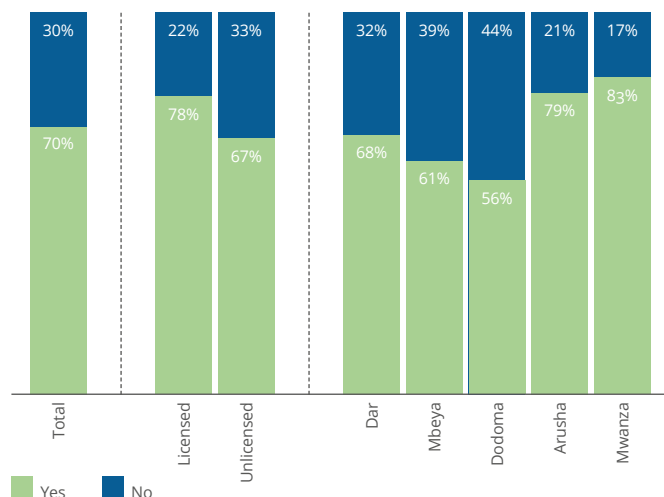
There is a general fear of joining unions among security guards in Tanzania. The guards fear that if they join a union they will be fired. There is an opportunity to demonstrate the relevance and impact of joining employee unions and address the stigma around union members. Case studies and industry benchmarks will be important to identify the success factors.

## 3.5 Employee training

### 3.5.1 General findings on employee training

70% of the security guards in Tanzania are trained by their employers. Regionally, 83% of the employers in Mwanza and 79% in Arusha provide trainings for their guards, which are the highest incidences across the regions. Consistency in trainings and constantly equipping them with new skills are both important for the guards.

#### 1. Does your employer provide any training for security guards?

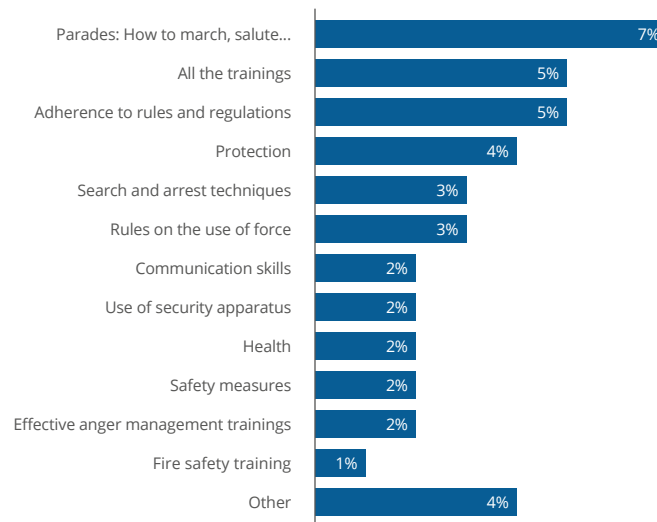


#### 2. What training do security guards receive?

	Total	Licensed	Unlicensed	Dar	Mbeya	Dodoma	Arusha	Mwanza
Working with clients	58%	69%	54%	58%	57%	52%	88%	35%
Rules on the use of force	58%	64%	56%	65%	49%	55%	55%	59%
Health and safety	57%	63%	54%	45%	60%	75%	77%	38%
Others, please specify	33%	29%	35%	29%	32%	18%	26%	56%
Human rights	25%	35%	21%	21%	22%	41%	42%	5%

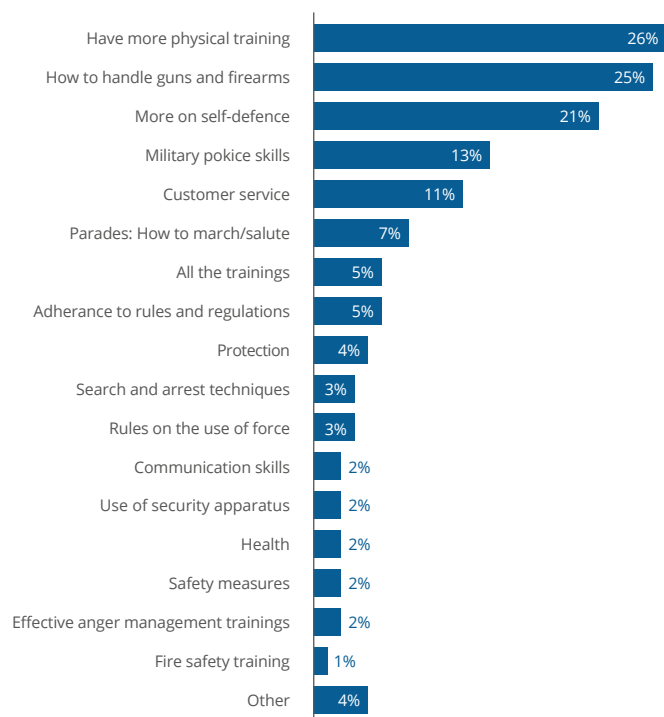
About 58% of the guards are trained on client service and rules on use of force, about 57% are trained on health/safety while only 25% are trained on human rights. There is an opportunity to drive the relevance of human rights training considering that the work environment significantly affects guards' performance and mental health.

#### 3. What other training do security guards receive?



Other trainings mentioned during the survey include 7% who are trained on basic security drill - parade, salute; 5% trained on rules and regulations while 4% are trained on protection. Other trainings mentioned include use of weapons, physical fitness and self-defence.

#### 4. In your opinion, what training do security guards need to perform their role?



Currently, about 26% of the security guards indicated a need for physical training, 25% on how to handle firearms, while 21% training on self-defence. Other trainings which can prove beneficial include fire and emergencies, first aid, communication, etc. Physical fitness, handling firearms and defence are the top skills guards need training on. Other trainings include training on the importance of belonging to a union/welfare, hardships survival tactics, terrorism attack training as well as surveillance training.

#### 3.5.2 Challenges and opportunities for employee training

Close to a third of the security guards in Tanzania are not trained. The supervisors most often recruit untrained personnel when asked to find replacements but fail to train them once they join the companies. Guards in large companies are believed to be well trained and taken care of and they even have different salary scales depending on experience.

Of the companies that do employee training, the majority offer basic training like parade, handling customers and health/safety and no specialised trainings. Companies are encouraged to include other training needs like human rights, entrepreneurship, self-safety and digital guarding.

To further motivate the security guards to participate in trainings, there is an opportunity to offer certification upon completion of the training. This initiative aims to enhance their skills and relevance within the sector. Other motivation drivers include salary increases and benefits like health insurance.





# 4. SUMMARY AND RECOMMENDATIONS

## 4.1 Situational analysis metrics

To allow for future trending of the study findings, the following metrics have been identified as key baseline metrics for the study.

<b>Contracts, salary and benefits</b>	Have an employment contract	56%
	Paid minimum wage	42%
	Paid below minimum wage	32%
	Paid above minimum wage	26%
	Receive NHIF benefits	13%
	Receive NSSF benefits	38%
	Receive Other benefits	1%
	Have an activity to supplement income	22%
	Paid for working overtime	30%
<b>Gender and discrimination</b>	Noticed discrimination at work	9%
	Observed sexual harassment at work	8%
	Preventative measures in place	16%
<b>Health, mental health, safety, work time</b>	Working days – 7 in a week	45%
	Working hours – 12 in a day	85%
	Cannot take a break during working hours	82%
	Have access to toilets, water, shelter, etc.	87%
	Faced other challenges at work	74%
	Work conditions affect performance	31%
	Work conditions affect mental health	37%
	Work conditions lead to unlawful behaviour	41%
<b>Employee training</b>	Employer provides training	70%
	Training needs – working with clients	58%
	Training needs – rules, use of force	58%
	Training – health and safety	57%
	Training – human rights	25%



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## 4.2 Conclusion and way forward

### Contracts, salaries, benefits

The study demonstrates the need for the involvement of government authorities such as Tanzania Social Services Industry Workers' Union (TASIU) and Tanzania Union of Industrial and Commercial Workers (TUICO) to streamline the private security sector in Tanzania.

About a third of the security guards in Tanzania receive an income below minimum wage. Furthermore, the guards face delays where salaries are not paid on time. The study recommends an awareness drive for the 2023 minimum wage law and regulation and the implication for employers who fail to pay the Minimum Wage. The study also recommends the private companies to adopt bulk mobile payment systems when paying their security guards.

The study revealed that while NHIF and NSSF deductions are made from the guards' salary, the employer does not remit the funds. The study recommends an advocacy campaign on ensuring that these payments are remitted. There's also a need for advocacy on the importance of the social benefits to the guards.

### Gender and discrimination

The survey indicates that there are cases of discrimination and sexual harassment at work but that it is not considered a big issue. The study recommends an in-depth study to understand the magnitude of the issue and establish gender mainstreaming and training for security firms to allow both male/female guards to be aware of how to identify gender issues.

The cases of discrimination and favouritism noticed include guards' relocation to hard or poor working station, being forced to do extra duties without pay. The study recommends the establishment of structures and processes across all job cadres to eliminate cases of discrimination at the supervisor level especially on job allocation.

### Health, mental health, working hours

The research indicates that close to half of the guards work without a day off. These guards are strained and may not have family and personal time and some do not have access to basic facilities like toilets and shelters. Also, the public undermines and dislikes security guards in general. Despite all these challenges, the majority of the guards are either not aware if they can join unions or fear that they will be fired if they join a union.

The study revealed that poor working conditions are likely to affect security guards' performance, mental health and relationships and make it likely for them to engage in unlawful behaviour like stealing. The study demonstrates the need for the establishment of forums for guards to meet and discuss their challenges with employers including low and delayed payments, rude clients, poor working conditions, no off/leave days, risky duty stations, discrimination, etc.

The study also demonstrates the need for an employer sensitisation campaign to ensure that the basics needs of employees are met and that employer provide genuine care and support to their staff. The campaign should also include advocacy on the importance of the sector, and educating the public on the importance of the work of the guards.

### Employee training

While majority of the employers offer training like handling customers, rules on use of force and health/safety, the guards need much more technical training and soft skills trainings. The study recommends a balanced training to modern day security systems, intelligence gathering and more importantly, trainings on human rights and interpersonal skills. The study demonstrates the need for employers to offer certification after the trainings, to build professionalism and improve the reputation of the sector.

## Appendices

### 5.1 Data collection tool

#### Draft Survey on Working Conditions of Guards

##### INTRODUCTION

Greetings from Consumer Options. Thank you for participating in our survey. The aim of the research is to understand the working conditions of guards across different regions of the world.

This survey is anonymous and confidential.

This survey will ask questions about the working conditions of security guards. In your answers, you can write about (i) your own experience, (ii) the experiences of other security guards in your company, (iii) the experiences of other security guards in other security companies.

This will take approximately 20 minutes of your time, your response will be kept confidential and will be analysed collectively with other responses from other participants.

Would you like to participate in the survey?

☐ YES > PROCEED

☐ NO > TERMINATE AND ASK FOR CONTACTS

**Respondent's full names:**

\_\_\_\_\_

**Contacts:**

\_\_\_\_\_

Date of the survey: \_\_\_\_\_

Start time: \_\_\_\_\_

##### Introduction

##### 1. What is your gender?

- a. Male
- b. Female
- c. Other

##### 2. What is your age?

##### 3. What is your level of education?

- a. Primary
- b. Secondary
- c. College diploma
- d. University degree
- e. Post university degree

##### 4. Which company do you work for?

##### 5. How long have you been working as a guard?

##### 6. What type of client you are currently working for?

- a. Public Authorities
- b. Multinational Company
- c. Local Company
- d. Commercial Entity
- e. For private individuals – Close
- f. Directly employed by establishments – Close

##### Workers Protection and Pay

##### 7. Do you have an employment contract with your employer?

- a. Yes
- b. No
- c. Unsure

##### 8. Do you receive social benefits such as National Hospital Insurance Fund (NHIF) from your employer?

- a. Yes
- b. No
- c. Don't know

**9. Do you receive social benefits such as National Social Security Fund (NSSF) from your employer?**

- a. Yes
- b. No
- c. Don't know

**10. Do you receive any other benefits? If yes, please specify.**

**11. The minimum wage in Tanzania TSh 148,000 for small security companies and TSh 222,000 for big security companies. Is your salary at.....?**

- a. The minimum wage
- b. Below minimum wage
- c. Above minimum wage

**12. Are you allowed to join a union?**

- a. Yes
- b. No
- c. Don't know

**13. Are you represented by a union?**

- a. Yes
- b. No
- c. Don't know

## Training

**14. Does your employer provide any training for security guards?**

- a. Yes
- b. No

**15. If yes, what training do security guards receive? (tick all that apply)**

- a. Human rights
- b. Working with clients
- c. Rules on the use of force
- d. Health and safety
- e. Others, please specify

**16. In your opinion what kind of training do security guards need to perform their role?**

## Working Conditions

**17. How many hours do you and other security guards usually work in a day?**

- a. Dropdown menu 1-16

**18. How many days do you and other security guards usually work in a week?**

**19. Are you working during the day or during the night or both?**

- a. Day
- b. Night
- c. Both day and night. If so, why?

**20. Do you have another activity to supplement your income? If so, please specify**

**21. Are you and other security guards paid for working overtime?**

- a. Yes
- b. No

**22. Do you have access to toilets, drinking water, shelter, chairs, heating or cooling? Please specify**

**23. Can you take breaks during working hours?**

- a. Yes
- b. No

**24. Do you notice any discrimination at work because of age, gender, race, ethnicity, nationality, sexual orientation, disability, religion, etc?**

- a. If yes, please specify.

**25. Do you know if/what preventative measures are in place?**

- a. If yes, please explain.

**26. Do you observe any forms of sexual harassment at work?**

- a. If so, in what ways?

**27. Do security guards face other challenges at work?**

- a. If so, in what ways?

## Consequences of Working Conditions

**28. Do working conditions affect the performance of security personnel at work?**

- a. No
- b. If yes, how so?

**29. Have you noticed that guards are more likely to engage in unlawful behaviour if working conditions are poor?**

- a. Yes
- b. No
- i. If YES, please specify.

**30. Do you think working conditions affect the physical health and safety of security guards? If so, in what ways? If not, why not?**

**31. Do you think working conditions affect the mental health and relationships of security guards? If so, in what ways? If not, why not?**

Living Conditions

*(Skip to next section if not applicable)*

**32. Do employers provide accommodation for you?**

- a. Yes
- b. No

**33. Are you satisfied with the accommodation? Why or why not?**

Recruitment

*(Skip to next section if not applicable)*

**34. Did you have to pay recruitment fees? (Paying a fee to be hired)**

- a. Yes .....Continue
- b. No.....Close

**35. If yes, how many months of salary did you pay in recruitment fees?**

**36. What do you receive for the recruitment fee?**

Please write in any observations or comments noted or related to a question:

Thank you for your participation in our research survey. Please be assured that the information provided will be handled in a confidential and anonymous manner. Your name and contact details will not be communicated.

## 5.2 Briefing notes

**Objective:** The objective of the research is to collect data on the working conditions of security personnel working for private security companies in Tanzania in order to contribute to the identification of possible areas of improvement.

**Key target:** Security officers/guards working for private security companies (whether licensed or not) in Tanzania. The survey will not include other categories of security personnel (directly employed by establishments or private individuals)

**Primary use:** The research findings will be used to inform civil society organisations, private security companies and authorities in Tanzania with a view to contribute to their dialogue on the improvement of working conditions in the private security industry.

This research will cover a range of industry practices that can affect the rights and welfare of security guards, including (i) recruitment fee payment, (ii) access to healthcare and advocacy channels, (iii) mental and physical health hazards, (iv) safety risks as well as (v) wages, working hours, and benefits.

**Approach:** The research should allow to compare conditions in:

- Licensed vs non-licensed companies -
- Large vs small companies
  - Large companies are;
    - KK, SGA, Knight support, G4S
- International vs local companies
- Type of clients;
  - Extractive industry – Extraction of oil, metals, minerals
  - Manufacturing companies
  - Public institutions
  - Commercial entities

#### DO NOT INTERVIEW;

- **The survey will not include other categories of security personnel (directly employed by establishments or private individuals or Maasais)**

The research should explore the possible links between working conditions and violations of the law (misbehaviour or crime)

While names of companies may be collected during the surveys, the results of the research should be anonymised (names of individuals and companies surveyed)

#### Time for interviewing

- We need both day and night guards in the sample, thus some interviews will have to be done after 6pm when shifts have changed.
- In each of the locations, we must have day guards and night guards.

Gender balance – Women and Men

## For questions, comments

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## Acknowledgments

The project was led by Jael Amara, Director, Consumers Options and Vincent Bernard, Senior Policy Advisor, ICoCA. Special thanks to Anne Lauder and Shilpa Suresh.

The findings of the research were presented to local authorities and civil society organisations in Dodoma in March 2023. Special thanks to Maria Matui (WATED) for the organisation of the workshop.

The survey and workshop were made possible thanks to a grant from the UK FCDO.

This research is part of a series conducted by ICoCA on working conditions in private security, based on the findings of the ICoCA report *“When the Abused Becomes the Abuser”*, published in December 2023.











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Responsible  
Security  
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