

**MANAGEMENT OF PRIVATE SECURITY AGENCIES
IN NEPAL**



A Thesis

**Submitted to APF Command and Staff College,
Faculty of Humanities and Social Sciences,
Tribhuvan University,
In Partial Fulfillment of the Requirements
for Master Degree in
Security, Development and Peace Studies**

Submitted by

AMAR BAHADUR KHATRI

Ninth Batch (2080-2082)

Roll No:123740009

TU Registration No: 7-2-39-131-99

**APF Command and Staff College
Sanogaucharan, Kathmandu, Nepal**

April 2025

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LETTER OF RECOMMENDATION

I certify that this thesis entitled **MANAGEMENT OF PRIVATE SECURITY AGENCIES IN NEPAL** has been prepared by **Mr. AMAR BAHADUR KHATRI** under my guidance and supervision. I hereby recommend it in partial fulfillment of the requirements for the Degree of Master of Security, Development and Peace Studies final examination.

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Date: April 2025



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LETTER OF APPROVAL

This thesis, entitled **MANAGEMENT OF PRIVATE SECURITY AGENCIES IN NEPAL** submitted by **Mr. AMAR BAHADUR KHATRI** to the APF Command and Staff College, Faculty of Humanities and Social Sciences, Tribhuvan University, in partial fulfillment of the requirements for a Master Degree in Security, Development and Peace Studies has been approved by the undersigned members of the Evaluation Committee.

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Amar Bahadur Khatri

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ABSTRACT

Management plays a vital role in ensuring the efficiency, accountability and sustainability of organizations, including PSAs. As the demand for private security services increases in Nepal, effective management becomes crucial for optimizing human resources, operational strategies and technological adoption. Level of investment significantly impacts PSAs management as higher investment leads to structured training programs, professional workforce development and advanced technologies while lower investment results in poor service, weak regulatory compliance and limited resource allocation. Additionally, absence of a robust legal framework further complicates PSAs management, leading to operational inefficiencies and lack of accountability. This study explores the challenges faced by PSAs in Nepal focusing on investment disparities, regulatory gaps and workforce management. Using qualitative methods with an exploratory and descriptive design including interviews, key informant interviews and focus group discussions, the research identifies critical issues such as inconsistent operational standards, lack of coordination with government agencies and weak monitoring mechanisms, all of which are influenced by investment levels. The findings reveal that well-funded PSAs demonstrate higher operational efficiency, better employee retention and enhanced technological integration but low-investment agencies struggle with resource shortages, high turnover rates and inadequate administrative oversight. Similarly the fragmented legal framework results in weak enforcement, unstructured operational guidelines and poor coordination between PSAs and state authorities. Introducing financial incentives and investment policies will enhance technological adoption and workforce professionalism. Moreover, developing a comprehensive legal framework with strict licensing, monitoring and compliance mechanisms is essential for improving regulatory oversight and ensuring PSAs contribute effectively to national security. The study recommends policy reforms of existing policies for making comprehensive an apex law, investment in workforce development and improved monitoring systems. Strengthening legal provisions, ensuring digital record-keeping and aligning Nepalese PSAs with global best practices will help create a more structured and reliable security sector. Addressing these challenges will not only improve service quality but also ensure that PSAs function as an integral component contribute meaningfully to national security and public safety.

Keywords: Private security agencies, management, investment, legal framework, operational effectiveness

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LIST OF ACRONYMS AND ABBREVIATIONS

ANSI	American National Standards Institute
ASIS	American Society for Industrial Security
CCTV	Closed-Circuit Television
CUT	Commander Upgrading Training
CVTS	Cash & Valuables in Transit Service
DAO	District Administration Office
FGD	Focus Group Discussion
GoN	Government of Nepal
GPS	Global Positioning System
GTS	Guard Touring System
INGOs	International Non-Governmental Organizations
ISO	International Organization for Standardization
KIIs	Focus Group Discussions
MD	Managing Director
MLTR	Michael Learns to Rock
MoHA	Ministry of Home Affairs
NGOs	Non Governmental Organizations
PDCA	Plan-Do-Check-Act
PDT	Pre Deployment Training
PNDA	Pinkerton National Detective Agency
PSAs	Private Security Agencies
PSCs	Private Security Companies

PSC-1	Private Security Company - Level 1
PSOs	Private Security Organizations
PSOMS	Private Security Operations Management System
PSSMS	Private Security Services Management System
QMS	Quality Management System
QRT	Quick Response Teams
RBV	Resource-Based View
SAFF	South Asian Football Federation
SBT	Security Basic Training
SST	Special Security Training
UNDP	United Nations Development Programme
US	United States
VIPs	Very Important Persons

CHAPTER I

INTRODUCTION

1.1 Introduction

The concept of security, traditionally focused on protecting physical assets and national sovereignty has evolved into a comprehensive domain encompassing economic, social, political and military dimensions. Private Security Agencies (PSAs) have emerged as key players in this expanded security landscape providing specialized services such as physical protection, surveillance and risk management to complement public law enforcement. The management and effectiveness of PSAs often depend on their scale of investment, which influences workforce training, adoption of advanced security technologies and adherence to regulatory standards (Loader & Walker, 2007).

The management of PSAs in Nepal is an important but less explored topic. I chose to research this subject because private security has become a vital part of maintaining safety in different areas, yet challenges such as poor regulation, lack of training and limited resources affect its effectiveness. While public law enforcement focuses on national security, PSAs provide specialized services that fill critical gaps, especially for businesses, banks and international organizations. Despite the growing demand for private security, very few studies have examined how these agencies operate, how they are managed and how they can be improved. My research aims to provide a clear understanding of management of PSAs in Nepal, with a particular focus on how levels of investment influence their management structures, operational efficiency and effectiveness.

Management is a multi-purpose organ that manages businesses, workers and work, ensuring the efficient use of resources to achieve objectives (Drucker, 1999). Management as a process of planning, organizing, motivating and controlling to meet defined goals (Terry, 1968). The scale of investment directly impacts the management aspects, determining the quality of services offered, the extent of technological adoption and compliance with industry standards (Bowles, 2022). Thus high-investment security company can afford well trained human resources, modern technology, systematic risk management protocols and high level of operational activities while lower-investment company often struggles with resource limitations and operational inefficiencies.

Security entails a broad range of measures designed to protect individuals, assets and information from various threats and risks (Fennelly, 2017). Security is a multidimensional concept encompassing freedom from danger, threat or harm as well as measures for ensuring safety such as hiring guards or implementing surveillance. It is concerned also with human security, people's independence, protection of human rights and sovereignty (United Nations Development Programme [UNDP], 1994). It highlights the necessity of addressing both physical and virtual threats in safeguarding communities and nations.

Private security refers to services provided by non-governmental organizations or companies to protect individuals, properties and assets. Security was treated protection of people, territory, infrastructure as well as sovereignty in traditional way but in modern times, security covers multi area of subject as economic, social, political and military (Del & Washington, 2008). The PSAs have emerged as crucial players in this expanded security landscape, providing services such as loss prevention, complementing the crime prevention focus of public policing (Shearing & Stenning, 1981). Private security provides to specific client needs, often operating in commercial and residential sectors whereas public security forces, operate under governmental mandates to maintain law and order.

The roots of private security can be traced back to ancient civilizations where merchants and traders hired guards to protect their goods. The global private security industry has seen rampant growth, driven by urbanization, increasing crime rates and the privatization of traditionally state-run security functions (Abrahamsen & Williams, 2010). The modern private security industry began to take shape in the 19th century with the establishment of agencies like the Pinkerton National Detective Agency (PNDA) in the United States (US). Private Security Organizations (PSOs) refer to companies and agencies that employ trained personnel and utilize advanced technologies to provide comprehensive security services, including security consulting and event security tailored to the specific requirements of their clients (Whitman & Mattord, 2016).

PSOs are entities that provide security-related services to individuals, businesses, government agencies and other organizations on a contractual basis (Albrecht et al., 2016). The private security industry is growing worldwide and well-regulated, enhances safety. However, poor management or lack of oversight can create governance issues. PSOs support public law enforcement, offer specialized protection, and help communities stay secure. Nepal's security framework integrates these dimensions to address evolving challenges such as cybercrime, terrorism and socio-political instability (Acharya, 2022).

PSAs have evolved from ancient practices of safeguarding trade routes to modern industries protecting physical and virtual assets. Historically, industrial revolution promoted the growth of PSAs, as corporations required protection for factories and workers (Loader & Walker, 2007). The late 20th and early 21st centuries marked a turning point for the industry. Modern PSAs incorporate advanced technologies like surveillance and cyber security, addressing complex threats in a globalized world. In Nepal, PSAs emerged prominently during the Maoist insurgency, filling gaps left by public law enforcement and catering to Non Governmental Organizations (NGOs), businesses and banks (Bajracharya, 2019).

Security management emphasizes planning, organizing, and controlling resources to mitigate threats and maintain stability. Private security often supplements state efforts in weak states, filling institutional gaps (Holmqvist, 2005). The evolution of private security management has mirrored global trends, still influenced by the country's unique socio-economic, political, and geographical context (Bowles, 2022). The challenges such as gaps in regulatory compliance, ethical standards and workforce management highlight the need for professionalism and effective collaboration with public security agencies (Ajayi & Ekore, 2018). Effective management is crucial to maintaining professionalism, accountability and trust of clients, which are critical in this competitive industry.

Private security and public security differ significantly in their purpose, funding, accountability and scope of operations (Khalid, 2024). Public security is focused for maintaining law and order to the general population, ensuring safety and protection through government-funded agencies such as the Police, Armed Police and Military. In contrast, private security serves specific clients, providing customized services based on the client's needs and operates basically for the purpose of profit making.

The private security industry in Nepal began to take shape in the late 20th century, influenced by political instability, urbanization, and the growing presence of international organizations (Bhattarai & Cave, 2009). Before the 1990s, security in Nepal was predominantly a state function, with limited private sector involvement. The People's Movement of 1990 and subsequent political transitions created an environment where the demand for private security services began to grow (Bhandari, 2024).

The decade-long Maoist insurgency (1996–2006) further highlighted the need for private security. Businesses and individuals, particularly in urban areas, sought protection beyond what state agencies could provide (Kandel, 2023). This period also saw the emergence of the first formal private security agencies, catering to banks, embassies and NGOs. The private

DECLARATION

I hereby declare that this research paper entitled **MANAGEMENT OF PRIVATE SECURITY AGENCIES IN NEPAL**, submitted to the Armed Police Force Command and Staff College, is entirely my original work prepared under the guidance and supervision of Dr. Bhim Raj Suwal. I have made due acknowledgements to all ideas and information borrowed from different sources in course of preparing this research paper. The result of this research paper has not been presented or submitted anywhere else for the award of any degree or of any other purposes. I assure that no part of the content of this research paper has been published in any form before. I shall be solely responsible if any evidence is found against my research paper.

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Date: April 2025

security landscape within Nepal also varies significantly between the Kathmandu valley and rural outskirts. In Kathmandu valley, the private security sector is more developed, characterized by a higher concentration of agencies, professionalized services and greater demand from commercial and residential clients. The Kathmandu valley, as the economic and administrative hub, has seen a concentration of private security services catering to businesses, residential communities and international organizations (Gupte and Bogati, 2014).

A comparative study between global trends and Nepal's private security highlights the differences in investment and personnel deployment. Globally, private security is a highly developed and regulated sector while Nepal still faces challenges in regulating and optimizing its security forces. The management of PSAs in Nepal has been shaped by challenges such as investment, lack of training, and coordination gaps with public security forces (Gupte & Bogati, 2014). Nepal's private security sector faces several challenges, including inadequate training, limited adoption of modern technology and inconsistent enforcement of regulations (Bajracharya, 2019). These issues hinder the sector's growth and professionalism, making it less effective compared to its counterparts in developed nations.

The post 9/11 era marked a paradigm shift bringing security challenges to the forefront and highlighting the limitations of public law enforcement (Ackleson & Heyman, 2010). This period also saw the globalization of private security with multinational companies expanding their operations into new markets including Nepal. The management of PSAs in Nepal represents a dynamic and evolving field that reflects both global trends and local realities. As the demand for specialized security services continues to grow, effective management will be critical to ensuring professionalism, accountability and the trust of clients (Joshi, 2000).

In the context of PSAs, management involves coordinating human resources, technologies, and strategies to deliver effective security services. The study critiques political instability, foreign interference and weakened institutions as significant threats to sovereignty, highlighting the importance of strengthening governance and adopting effective strategies (Basnet, 2022). In Nepal, effective management practices are critical for PSAs to address diverse security needs from safeguarding urban centers to managing rural vulnerabilities. Adopting global best practices and aligning with national regulatory frameworks can foster sustainable growth in this sector.

Private securities play an integral role in complementing public security frameworks, particularly in regions with limited state capacity. The study underscores the growing reliance on private security measures, indicating a significant role for PSAs in Nepal (Racovita et al.,

2013). In Nepal, the regulatory framework for PSAs, introduced under the Private Firm Registration Rule, 2034, sets licensing and operational standards. Even though, challenges such as uneven enforcement, insufficient training, and technological limitations persist. Addressing these gaps can enhance the professionalism and efficiency of PSAs, ensuring equitable access to security services across urban and rural areas (Koirala, 2021).

Private security has evolved globally, with modern private security becoming an integral part of societal safety. Initially it focused on protecting assets and individuals, private security has expanded into a multi-billion-dollar industry, investing heavily in technology, personnel and infrastructure to meet increasing demands (Moreno, 2021). In terms of personnel deployment, large-scale private security agencies now operate alongside government forces, providing specialized services globally (International Organization for Standardization [ISO], 2018).

The PSAs in Nepal are rapidly growing but face challenges in delivering professional, efficient and ethical services (Walby & Lippert, 2014). There is no uniformity data regarding status of PSAs in Nepal as Company Registrar Office shows 1254 PSAs are registered, Social Security Fund Officer shows 998 are registered and merely 400 actively contributed in social security fund and Department of Labour and Occupational Safety shows 372 are registered and 4 are dismissed. It highlights that effective regulation and oversight are crucial for ensuring professionalism and accountability. A dedicated government body should monitor compliance, enhancing PSAs' role in national security and disaster management (Bakreski, 2019). Study examines a robust framework that integrates PSAs into national security strategies can ensure a pivotal role in enhancing safety, managing disasters and promoting national progress.

Drucker (1999) emphasizes that investment levels significantly influence the management and efficiency of PSAs. Organizational effectiveness depends on strategic resource allocation, authority structures and adaptability to change. Higher investment enhances personnel training, technology adoption and operational effectiveness whereas limited investment restricts these capabilities, leading to inefficiencies. Transparent management and proper leadership are crucial in optimizing resource utilization. These insights are relevant for PSAs in Nepal where balancing investment and management efficiency is key to ensuring professionalism and accountability.

1.2 Statement of the Problem

The core problem lies in the unclear operational landscape of PSAs in Nepal. The types and current status of these agencies are not well-defined, leading to inconsistencies and hindering

effective regulation. This lack of clarity directly impacts the investment levels within PSAs, creating a significant disparity in management practices. As highlighted, higher level of investment correlates with improved human resource management, technological adoption and operational efficiency while lower level of investment results in the opposite, impacting service quality and reliability. This disparity raises the critical question of how differing investment levels directly affect the management of PSAs in Nepal.

Similarly, the absence of a robust legal framework exacerbates these issues. Existing regulations primarily focus on registration, neglecting crucial aspects like operational standards, financial requirements and accountability. This regulatory gap allows for the proliferation of unregulated firms, posing potential risks to national security. Consequently, the study aims to examine the specific impact of investment on PSAs management, focusing on human resource practices, operational procedures and technological integration while also addressing the urgent need for a strengthened legal system to ensure professionalism, accountability and effective security service delivery, thereby aligning with the core research questions.

1.3 Research Questions

This study aims to explore the PSAs in Nepal, specially focusing on types, investment, operational practices and management challenges. It seeks to identify the factors affecting their operations and propose strategies to enhance professionalism, accountability and effectiveness in the private security sector on comparative study. It was focused to answer the following research questions:

- a) What are the types and current status of PSAs in Nepal ?
- b) How does management of two PSAs differ on the levels of investment in Nepal?
- c) How does the level of investment influence management of PSAs in Nepal ?

1.4 Objectives of the Study

This study has aimed to explore the operational landscape of private security agencies in Nepal, focusing on their status, types, regulatory practices and challenges and proposing comparative effective management to enhance their efficiency and professionalism. The following are the study's primary objectives:

- a) To identify the types, current operational status and legal proceedings of PSAs in Nepal.
- b) To compare and analyze the differences in management practices of two PSAs on the basis of their levels of investment.
- c) To evaluate the influences of investment in management of PSAs in Nepal, particularly in areas like human resources, technological adoption and operational service delivery.

1.5 Significance of the Study

This study examines the growing role of PSAs in Nepal's security framework, focusing on their management, operational challenges and investment-driven differences. With increasing reliance on PSAs for safeguarding businesses, institutions and critical infrastructure, understanding their regulatory landscape and operational effectiveness is essential. By analyzing different types of PSAs and comparing their management practices based on investment levels, this study provides valuable insights for enhancing efficiency, professionalism and accountability in Nepal's private security sector. Policymakers can use the findings to improve regulatory oversight while security agencies can optimize operations, workforce training and technological adoption to align with global standards.

This research benefits businesses, financial institutions and international organizations that depend on private security by identifying gaps in training, resource allocation and compliance. Academically, this study fills a research gap by examining Nepal's PSAs industry within its socio-political and economic context, offering a foundation for future studies on security management. The Nepali society also can get benefit from this study whereas many individuals and private businesses are taking these type of services as Nepal continues to urbanize.

1.6 Limitation of the study

This study focused on the management practices and operational effectiveness of PSAs in Nepal, particularly the impact of investment levels on their operations. It compares two security companies, one with large-scale investment, benefiting from advanced technology, structured human resource management and modern operational strategies and another with small-scale investment, facing limitations in workforce, resources and traditional management practices.

However certain constraints may affect the scope and applicability of the findings.

- a) The study analyzed only two PSAs, which might not fully represent the diverse management practices and operational models of all security agencies in Nepal.
- b) Reliable data collection restricted by the willingness of agencies to share information through interviews, Key Informant Interviews), Focus Group Discussion and document analysis.
- c) Nepal's fragmented and inconsistent regulatory framework made it difficult to gather standardized data, affecting the comprehensiveness of the study.
- d) The study has focused only on Nepalese PSAs and did not consider international variations in security industry regulations, economic conditions or cultural factors, limiting its broader applicability.

CHAPTER II

REVIEW OF LITERATURE

A literature review is a critical evaluation of existing research on a specific topic (Hart, 1998, p. 15). It is critical recap of what has already been done on a topic under study. It synthesizes and summarizes the key findings, methodologies, and arguments of relevant studies, highlighting areas of agreement and disagreement.

This chapter has critically examined existing research on the management of PSAs in Nepal integrating conceptual, theoretical, empirical and legal perspectives. It synthesizes key studies on private security's role, regulatory challenges and management practices while identifying gaps in Nepal's security framework. By analyzing global and national literature, it provided a foundation for the study, highlighting best practices and areas requiring reform. The review has been essential for contextualizing the research ensuring a well-informed approach and guiding the study toward meaningful contributions in PSAs management.

This study aimed to develop a reasonable understanding and gain a comprehensive grasp of the topic, focusing on the management of PSAs in Nepal. It examines the challenges faced by these agencies in adapting to emerging security needs and their implications for Nepal's broader security framework. Various books, articles, journals and other credible resources were reviewed to gather informative, insightful and valuable perspectives on the subject matter. Among these, some of the literature that considered during this research which are mentioned below:

2.1 Theoretical Perspective

It Evaluates existing theories to provide a foundation for research, guiding its design and interpretation of findings.

Jensen and Meckling (1976) discussed on Agency Theory to explain the ownership structure of firms. They highlighted how agency costs, governance structures and ownership influence operational efficiency. Investment in human resources, compliance and technology helps minimize agency costs, ensuring better management and adherence to ethical standards. In private security, higher investment allows for better monitoring mechanisms, reducing agency costs and enhancing management's capacity to align the interests of the agency with clients, impacting operational efficiency and accountability.

Barney (1991) highlighted on Resource-Based View (RBV) Theory which suggests that a firm's competitive advantage comes from unique and valuable resources such as human resource, finance and technology. In PSAs, investment scale determines access to critical resources like advanced technology and skilled personnel. Greater financial investment enhances operational efficiency and service quality, strengthening market competitiveness. This theory highlights how financial resources directly influence a PSA's ability to provide superior security services.

Pandey and Jha (2023) emphasized Human Security Theory to fill gaps in Nepal's security policies which fail to address non-traditional concerns such as human security and socio-economic stability. This theory emphasizes the need for institutional reforms and policy integration to enhance resilience against emerging threats. Modern security challenges in Nepal encompass threats like cybercrime, corruption, illegal migration and natural disasters. These challenges require regional and multilateral cooperation and strengthened institutional capacities for effective intervention and long-term resilience. A comprehensive policy approach suggested in study could help integrate PSAs within national security frameworks.

Guragain and Pokharel (2024) discussed law enforcement agencies in Nepal in the course of modern security challenges relating to terrorism, migration and armed conflict. They applied Institutional Theory which examines how regulatory, normative and cognitive structures influence organizational behavior and policy implementation. This study focused to use descriptive research approach on the lapses in legal provisions along with the demand for effective policies and coordination within agencies. The research emphasized the importance of aligning Nepal's security mechanisms with global standards to enhance national resilience and stability.

2.2 Empirical Perspective

It Analyzes research studies to identify trends, patterns with evidence and evaluating findings for a comprehensive understanding of the topic.

Shearing and Stenning (1981) highlighted private security as complementary to public policing, focusing on loss prevention rather than crime prevention. The rise of private security stems from shifts in property relations and privatization, requiring collaboration with public institutions for balanced security. Investment levels shape PSAs management, influencing human resource quality, operational efficiency and technological adoption. Higher investment enhances training, surveillance and accountability, while lower investment limits effectiveness.

In Nepal, weak state oversight and resource disparities further complicate PSAs operations and their role in security governance.

Holmqvist (2005) discussed on Governance Theory, which examines the interaction between private and public security forces, especially in weak states as Private Security Companies (PSCs) in weak states, focusing on their operations in countries like Sierra Leone, Liberia, Angola and Afghanistan. The study highlighted how PSCs fill state security gaps but also create issues like inequitable security distribution and weakened state authority. Overreliance on private security limits the development of government forces and makes security accessible only to those who can afford it. So, author emphasized the need for regulatory approach to address these challenges and improve accountability by balancing private and public security in crisis. These insights are relevant for managing PSAs in Nepal to balance their role alongside state security institutions.

Bhattarai & Cave (2009) provided a comprehensive analysis of Nepal's evolving security environment. It highlighted the impact of political instability, socio-economic challenges and regional geopolitics on national security. They emphasized the growing role of non-state actors including PSAs, in addressing emerging security needs. The contributors discussed gaps in legal frameworks, inadequate technological adoption and weak coordination between public and private security entities. The book underscored the importance of PSAs in complementing state security efforts while advocating for robust regulatory mechanisms and strategic reforms to enhance their efficiency.

Bhattarai et al. (2010) discussed the multidimensional nature of security, which incorporates military, economic and societal aspects along with the sovereignty and protection of citizens. The authors highlighted the increasing complexity of Nepal's national security challenges, which require periodic updates to the National Security Policy. Despite the critical role of PSAs could play in addressing these challenges, the study noted that this area remains underexplored and under prioritized by the Government of Nepal (GoN).

Abrahamsen and Williams (2010) focused on the concept of how financial investment influences the ethical and regulatory conduct of PSAs. Authors suggested that higher investment in PSAs leads to better compliance with regulations and ethical standards. Financial stability enables agencies to create strong compliance programs, invest in staff training and improve operations. This contributed to trust and reliability within security industry. In Nepal, where regulatory oversight is limited, Adequate investment is crucial for ensuring

professionalism and accountability in PSAs which helps improve quality and adherence to ethical practices.

Crozier and Candan (2010) focused on enhancing accountability, professional standards and integration with public security frameworks in their case study. Challenges include political interference, lack of oversight and inadequate resources. Effective reforms should ensure equitable attention to formal and informal security structures, promote participatory approaches and address gender-based concerns. Coordination among stakeholders and adherence to legal frameworks are crucial for sustainable security provision and public trust, complementing state efforts in ensuring a secure environment.

Racovita et al. (2013) explored on the study crime and security perceptions in the Nepali private sector as challenges faced by Nepali businesses post-civil conflict, including political instability and crime. Highlighting high rates of burglary, extortion and vandalism, it examines the cost of crime and instability, which hampers business operations and economic recovery. The survey research underscored the growing reliance on private security measures like hiring guards and installing surveillance systems, indicating a significant role for private security agencies in Nepal.

Gupte and Bogati (2014) highlighted on report that how urbanization and governance issues intensify these challenges, particularly in regions like Kathmandu and the Terai, where private security complements state forces. The management of PSAs in Nepal has been shaped by challenges such as investment, lack of training and coordination gaps with public security forces. The study emphasized that resource constraints specially lack of investment and the need for capacity building affect the effectiveness of security provision. Policy recommendations include regulatory reforms and stakeholder collaboration to enhance accountability and efficiency in security provision.

Walby & Lippert (2014) explored corporate security's evolution, professionalism and integration with public and private interests. It examined global practices, regulatory challenges and the balance between private profit and public good. Private security plays a vital role in safeguarding assets and addressing crime, operating in areas where public law enforcement faces resource constraints. The review of security journal highlights security's role in globalized world particularly in democratic nations America, Europe, South Africa and Australia, emphasizing innovation, interdisciplinary approaches and need for regulatory clarity, ethical practices and integration with public security efforts.

Ajayi & Ekore (2018) study on PSOs in Nigeria examined their operational scope, challenges and contributions to safety and economic development. It highlighted the significance of financial investment in PSAs. According to their analysis, well-funded agencies are better positioned to attract and retain highly skilled personnel through better pay and extensive training. This investment in human resources leads to a more competent and driven workforce, ultimately improving the agency's service delivery and operational effectiveness. The framework combines conceptual and empirical approaches which requires finance, balancing regulatory compliance, operational effectiveness and collaboration with public security forces for management of PSAs in Nepal.

Bakreski (2019) emphasized the crucial role of private security in protecting critical infrastructure. Particularly in the US and Europe, where most critical infrastructure is owned and managed by the private sector. This reliance on private security underscores its importance in safeguarding essential services and facilities, illustrating how the private sector collaborates with public security to address modern security needs.

Biplob (2021) offered that privatization of security as a potential solution for the reemployment of retired army personnel in Bangladesh. As military skills are specialized and not easily transferable to civilian professions, ex-army members often struggle to find suitable work after retirement. This research thesis suggested that forming private security companies made up of retired army personnel could provide an opportunity for their reemployment. The growing global trend of privatized security, especially under neoliberal policies, presents a promising avenue for utilizing their expertise. This aligns with managing private security agencies in Nepal where retired security personnel can be integrated into PSCs for better regulation and service quality. Strengthening legal frameworks and privatization policies can enhance Nepal's security management.

Basnet (2022) discussed Nepal's national security challenges and prospects, emphasizing the need for a holistic approach involving state and non-state actors. The study critiqued political instability, foreign interference and weakened institutions as significant threats to sovereignty. It highlighted the importance of mobilizing citizens, strengthening governance and adopting effective strategies to safeguard Nepal's territorial integrity and socio-political stability. The research underscored the necessity of collaborative efforts and strategic reforms to enhance Nepal's national security framework.

Bowles (2022) focused that investment scale in PSAs significantly influences their management, operational efficiency, integration the technological resources and deliver service

quality. Higher level of investment enables agencies to improve personnel training, adopt advanced surveillance systems and implement effective technology enhancing client satisfaction and keep on maintaining competitiveness among others. In other hand lower level of investment restricts resource allocation, affecting human resource management, technological adoption and service delivery. Thus, financial investment is a crucial determinant of PSAs efficiency and professionalism as better-funded agencies can implement robust management frameworks.

2.3 Act and Policy Perspective

Private Security Agencies (Regulation) Act, 2005, governs the operation of private security firms in India, ensuring proper licensing, training as well as compliance with safety standards. It mandates background verification, issuance of identity cards and maintenance of records for security guards. Agencies are required to prioritize trained their personnel, especially those with prior armed service experience. Licensing and renewal processes are strictly monitored with penalties for any violations. The Act promotes accountability and professionalism within the private security sector.

Mahajan (2019), the private security industry in India has grown significantly since the 1990s, driven by economic reforms and urbanization. However, despite its growth, security guards face poor working conditions, low wages and lack of formal benefits as most of the sector remains informal. The industry struggles with low status and exploitation of workers. While the industry contributes significantly to employment and the economy, there are serious concerns about the welfare and dignity of security personnel, highlighting the need for better regulation and implementation of labor laws.

The Private Firm Registration Act, 2014 and Private Firm Registration Rule, 2034 govern the establishment, operation and regulation of private firms in Nepal. According to these legal provisions, no private firm PSAs can operate without proper registration. The legislation mandates firms to register, renew and update their details by paying prescribed fees to the Company Registrar Office. The firms that fail to meet regulatory requirements may face penalties, fines or even dismissal by concerned authority. The government retains the power to amend regulations to ensure compliance and improve business oversight.

Labour Act, 2017 mandates PSCs in Nepal to obtain licenses, ensure fair labor practices, and comply with laws on minimum wage, benefits and working conditions. Employers must provide contracts, maintain records and implement social security schemes like gratuity and

insurance. Employees are entitled to 45 days of paid leave annually. Violations, such as non-compliance or improper termination, face legal actions, ensuring employee rights and employer accountability, alongside creating a Social Security Fund.

Social Security Act, 2018, aligns with Nepal's Constitution, ensuring welfare and dignity for vulnerable groups. It mandates industries, including private security agencies to enroll employees in the Social Security Fund and contribute to schemes like medical, maternity, accidental and old-age protection. Employers must maintain records, ensure transparency and address grievances. Violations such as withholding contributions, face penalties. This act promotes social protection, accountability and welfare, safeguarding workers' rights and fostering compliance within businesses.

Moreno (2021) Private Security Operations Management System (PSOMS) integrates guidelines, personnel, infrastructure and processes to ensure effective, professional and legally compliant security operations. Adopting standards like ISO 18788 enhances organizational objectives, contractual commitments and client satisfaction. Common deficiencies include inadequate risk analysis, poor documentation and inconsistent procedures, leading to operational inefficiencies. There are some international standards such as ISO 18788, ISO 9001 and Private Security Company - Level 1 (PSC-1) should be aligned which are essential to enhance performance.

2.4 Summary of Literature

This literature review explored the all-around landscape of PSAs, emphasizing their growing role in supplementing public policing and addressing modern security challenges. It highlights the critical interplay between investment levels and PSAs management, demonstrating how financial resources impact operational efficiency, technological adoption and workforce quality (Shearing & Stenning, 1981; Drucker, 1999; Bowles, 2022). Studies underscored the necessity of strong regulatory frameworks and ethical standards to ensure accountability and professionalism, particularly in contexts with limited state oversight like Nepal (Abrahamsen & Williams, 2010; Ajayi & Ekore, 2018).

The theoretical lens, employing Agency, Resource-Based View, Human Security and Institutional theories, illuminates the structural and operational dynamics of PSAs. It emphasized the importance of resource optimization, governance mechanisms and policy integration to enhance resilience against evolving security threats (Jensen & Meckling, 1976; Barney, 1991; Pandey & Jha, 2023; Guragain & Pokharel, 2024). Empirically, the review

identified critical gaps in Nepal's legal frameworks, technological adoption and coordination between public and private security sectors (Bhattarai & Cave, 2009; Gupte & Bogati, 2014). It drew from international experiences to advocate for strategic reforms, including robust regulatory mechanisms, improve labor practices and adherence to international standards to strengthen Nepal's security sector and ensure PSAs operate effectively and ethically (Private Security Agencies Regulation Act, 2005; Moreno, 2021).

2.5 Research Gap

A research gap is an area within a field of study where existing literature or knowledge falls short or where unanswered questions remain (Creswell, 2014, p. 8). It refers to an area within a field of study where information, understanding or evidence is incomplete or missing. Identifying a research gap is essential for developing meaningful research because it ensures that the study addresses to solve the issues and get knowledge from the field.

The management of PSAs in Nepal remains underexplored despite their vital role in supporting public law enforcement. Existing studies focus on PSAs' contributions to national security, investment impact and regulatory challenges (Shearing & Stenning, 1981; Bhattarai et al., 2010; Abrahamsen & Williams, 2010). However, research particularly examining how investment levels affect PSAs management in workforce training, operational efficiency and legal compliance, is limited. While global studies highlight the role of investment in personnel quality, technology adoption and regulatory adherence (Bowles, 2022; Ajayi & Ekore, 2018), similar research of PSAs in Nepal is lacking.

While existing provisions under Private Firm Registration Act, 2014, Private Firm Registration Rule, 2034, Labour Act, 2017 and Social Security Act, 2018, Guideline by DAO provides partial guidelines, there is no apex law specifically addressing the management and operational standards of PSAs. The responsibility for overseeing PSAs is distributed across multiple regulatory bodies including Company Registrar Office, DAO, Department of Labour and Social Security Fund Office leading to inconsistencies in implementation and accountability so it is believed that everybody's responsibility is nobody's responsibility.

Institutional and Governance theories emphasize the need for formal regulatory mechanisms (Holmqvist, 2005; Guragain & Pokharel, 2024), yet Nepal lacks a dedicated oversight body for PSAs. Studies from Nigeria, the US, and India highlight the impact of financial investment on service quality and compliance (Ajayi & Ekore, 2018; Mahajan, 2019), but these insights remain unexplored in Nepal's context. The fragmented regulatory framework with oversight

spread across multiple agencies leads to inconsistencies in implementation and accountability, creating operational inefficiencies.

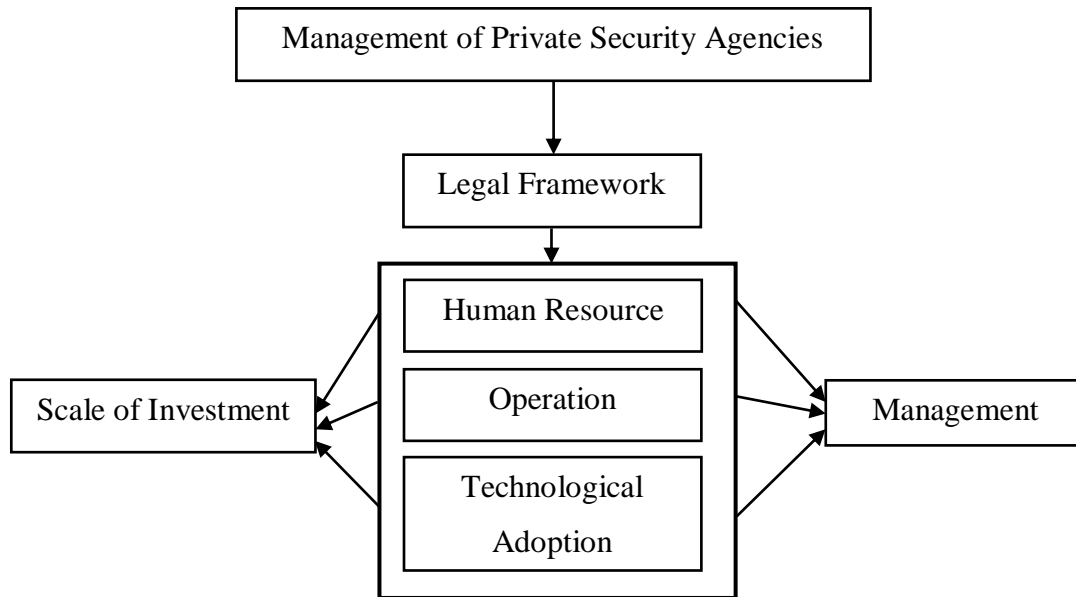
This study fills these gaps by analyzing how different investment levels affect PSAs management in Nepal comparing high and low-investment agencies and evaluating their operational efficiency, technological integration and workforce development. A lack of centralized oversight weakens enforcement, impacting service quality and professionalism. Addressing these issues requires a dedicated regulatory authority, standardized legal provisions and strengthened monitoring mechanisms to align PSAs with national security objectives and enhance professionalism and accountability.

2.6 Conceptual Framework

A conceptual framework is a structure that outlines the key concepts, variables and relationships within a study, guiding research process (Miles and Huberman, 1994, p.18). It is a visual or written product, explains either graphically or narrative form, the main things to be studied; key factors, concepts, variables and the presumed relationships among them.

The conceptual framework of this study is designed as per based on the literature review and identified research gaps in management of PSAs in Nepal. This framework integrates key management and governance theories to enhance accountability, transparency and operational efficiency. It examines the role of the government, legal frameworks, regulatory compliance and collaborative mechanisms in PSAs operations. By analyzing the differences between high-performing and average-performing PSAs such as investment levels, workforce training, technological adoption and adherence to legal standards. This well defined approach provides a comprehensive evaluation of how PSAs contribute to Nepal's security sector while identifying management gaps and areas requiring improvement.

This research follows an exploratory and descriptive design, utilizing both primary and secondary data sources to assess PSAs management practices. The study addresses key challenges, including investment, fragmented regulations, weak enforcement and operational inconsistencies. By comparing Nepal's PSAs management strategies with international best practices, this framework supports the development of policy reforms, strengthens regulatory oversight and promotes better collaboration between private and public security institutions.

Figure 2.1*Conceptual Framework*

Source: Adapted and modified from (Miles & Huberman, 1994, p.18)

Figure 2.1 illustrates the interconnections between key factors influencing the management of PSAs. The scale of investment, which includes human resources, operations and technological adoption plays a vital role in shaping management practices. Additionally, the legal framework impacts both investment decisions and management efficiency. These factors work together to enhance accountability, transparency and operational effectiveness ensuring better security service outcomes.

CHAPTER III

RESEARCH METHODOLOGY

Research methodology refers to the systematic framework of principles, procedures, and strategies used to conduct a study. It outlines the approach for data collection, analysis and interpretation to ensure the validity and reliability of findings (Kothari, 2004).

This study focuses on two companies representing levels of investment. This chapter research methodology presents the qualitative research approach utilizing a descriptive and exploratory design with a comparative two-case study approach to examine PSAs Management in Nepal. The study integrates primary data from Interviews, KIIs, FGD and observations with secondary data from legal documents, journals, books and reports. Purposive sampling ensured targeted insights from key stakeholders. Fieldwork in Kathmandu analyzed two PSAs based on capital investment. Thematic analysis and triangulation enhanced data validity while ethical considerations including informed consent and confidentiality which ensured research integrity. This methodology is crucial for generating reliable findings and informing policy recommendations for PSAs' management.

3.1 Nature and Sources of data

The nature of data refers to the type and characteristics of the information collected for a research study which can be broadly categorized as either qualitative or quantitative (Creswell & Creswell, 2018).

The sources of data refer to where the information for a research study is obtained either primary or secondary sources (Saunders et al., 2019). The nature and sources of data in this study were aligned with a qualitative with exploratory and descriptive design utilizing both primary and secondary sources of information. Primary data were directly gathered through field visits while secondary data were obtained from existing sources. The data collection was conducted using primary and secondary sources to ensure comprehensive analysis.

3.1.1 Primary Data

Primary data is firsthand information collected directly by the researcher through methods such as surveys, interviews, and observations. It is specific to the research problem and provides original insights (Saunders et al., 2019).

The primary data were gathered through Interviews, KIIs, FGD and observation. Interviews for government officials, personnel of PSCs, security guards and member of relevant service holders institutions in Kathmandu. KIIs were conducted with experts such as key person of government officials and law enforcement incumbents in Kathmandu. FGD was conducted with members of District Security Committee in DAO, Kathmandu for extracting information regarding regulatory ambiguities. Interviews, KIIs and FGD were conducted in government and private security company offices concerning specific persons by face-to-face and telephone using semi-structured question with stakeholders.

The researcher designed the questions well to understand easily by the respondents and asked questions effectively and clearly by briefing about the purpose of the study to the respondents which provided qualitative insights. Collected data were checked and verified at the end of work as well as data were corrected accordingly if any inaccuracy and inconsistency. To control the data quality, researcher regularly indulged to verify the data during the data collection time.

3.1.2 Secondary Data

Secondary data refers to information that has already been collected and documented by other researchers or institutions. Sources include books, journals, reports and government records (Johnston, 2017).

The secondary data were collected from the journal articles, books, government and nongovernmental organization's reports, research papers, websites, legal documents like Private Firm Registration Act, 2014, Private Firm Registration Rule 2034, Labour Act, 2017 etc which are the sources of secondary data.

3.2 Research Design

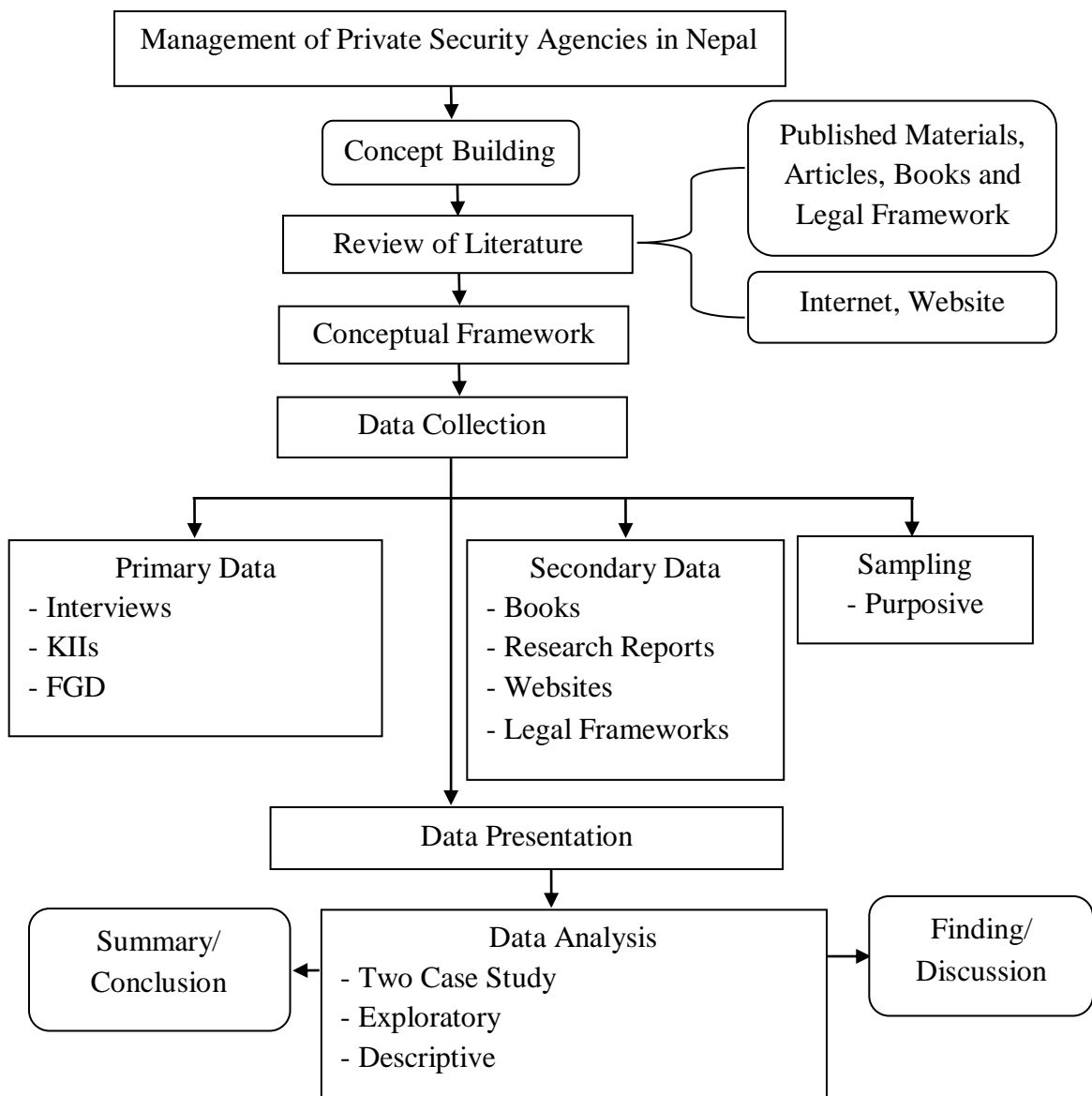
Research design is the overall plan or structure guiding a study, defining its objectives, data collection methods and analytical procedures. It ensures the study is logically coherent to address research questions effectively (Creswell & Creswell, 2018).

This research utilized a qualitative research method to explore the management of PSAs in Nepal, providing a focused framework for the study. Qualitative data were used in an exploratory and descriptive manner with a comparative two-case study approach to achieve the research objectives. Using exploratory and descriptive approach, the study examined the status,

investment, comparative functional practices, operational strategy and affecting factors of PSAs. Primary and secondary data sources were integrated for a comprehensive understanding for the study. Primary data were collected through Interviews, KIIs, FGD and collecting text. Secondary sources included journal articles, websites, legal documents and books. Based on this process, the final conclusion was drawn making the research paper a valuable resource for related individuals and organizations.

Figure 3.1

Research Design



Source: Adapted and modified from (Creswell, 2018)

3.3 Area of Study and Situation

The area of study refers to the geographical or contextual scope of research while the situation describes the conditions influencing the study. It defines the setting where data is collected and analyzed (Neuman, 2014).

The study area is Kathmandu, Nepal where PSAs play a vital role in supplementing national security efforts. There are over 1,200 PSAs operating in Nepal, making it impractical to study all of them. This study focuses on two companies : Garud Securities P. Ltd., representing a high level of investment and Shree Nawadurga Security Guard Supply Service (P.) Ltd., representing a lower level of investment. Based on comparative two case study approach, this study specifically focuses on two selected companies to analyze their management. Garud Security P. Ltd. is considered as with its extensive financial resources, utilizes advanced security technology, systematic training programs and a professional management approach. In contrast, Shree Nawadurga Securities Guard Supply Service (P.) Ltd. is considered as limited financial resources, operates with limited capital, relying on traditional management techniques and minimal technological integration.

This comparison allows for an in-depth understanding of how investment levels influence operational effectiveness, personnel deployment and overall service quality within the private security sector. The operation of private security companies in Nepal is governed by legal and regulatory frameworks established by the government. These guidelines define recruitment standards, operational scope and coordination with government security forces. The government's role in monitoring and regulating these agencies ensures accountability, yet gaps in enforcement and oversight remain a challenge. This study examines how these regulations impact the functioning of PSAs and highlights potential improvements to enhance their efficiency and professionalism in Nepal's security landscape.

3.4 Sample Selection

Sampling is the process of selecting a subset of individuals or units from a larger population for study. Sampling techniques include random, stratified and purposive sampling, while data collection tools include surveys, interviews, and observations (Etikan et al., 2016).

The study employs purposive sampling to select participants with relevant knowledge and experience in the private security sector. With over 1,200 PSAs operating in Nepal, this research focuses on two companies; Garud Security P. Ltd. and Shree Nawadurga Securities

Guard Supply Service (P.) Ltd. were selected based on their differing levels of authorized capital. Garud Security P. Ltd. operates with 50 million NPR while Shree Nawadurga Securities Guard Supply Service (P.) Ltd. operates with 5 million NPR (Company Registrar Office, 2081). According to the Industrial Enterprises Act, 2020, these two companies are classified as small industries, having fixed capital below 150 million NPR other than micro enterprises and cottage industry. Similarly according to Private Firm Registration Rules, 2034, these both companies classified 5 million NPR and above as per registration fee.

In addition to these private security agencies, key stakeholders such as government regulatory bodies including the Ministry of Home Affairs, District Administration Office (DAO), Company Registrar Office, Department of Labour, Social Security Fund and District Security Committee were included to gain insights into the legal and operational framework governing PSAs. A part from that, officials of two PSAs, security guard of PSAs, service recipients such as bank and hotel were chosen to gain comprehensive understanding of management practices, operational challenges and regulatory compliance within the sector. The questions for Interview, KIIs and FGD are mentioned on Appendices "A", "B", "C" and "D".

Table 3.1

List of Participants

Office	Participants
Ministry of Home Affairs (Local Administration and Province Coordination Section)	1 (Section Officer)
District Administration Office	3 (2 Officer, 1 First Class Non-Gazette Officer)
Company Registrar Office	3 (Under Secretary-2, Section Officer Engineer-1)
Department of Labour Office	1 (Section Officer)
Social Security Fund	1 (Senior Section Officer)
District Security Committee	7 (FGD member)
Private Security Agencies	2 (2 MD, 5 Head of Department)
Member of PSA Association	1 (Vice Chairman)
Security Guards	2 (Guards)
Service Receiver	2 (Bank-1, Hotel-1)

Source : Field Visit, 2081

Law enforcement agencies, PSCs, security guards and service receivers are key stakeholders in this research. Law enforcement offers insights into regulations and collaboration with private security, PSCs share operational knowledge and industry challenges, security guards provide practical experiences while service receivers like bank and hotel offer feedback on service quality and expectations. Their inputs ensure a comprehensive and enriched analysis for study.

3.5 Method of Data Collection

Data collection for this study was aimed out by purposive sampling technique including participants with direct experience in private security management as two PSCs were selected as per scale variation on their capital investment whereas one invested higher amount and another lower amount. The research has gathered qualitative data from primary sources such as Interviews, KIIs, FGD and observation to collect comprehensive primary data as well as secondary sources. The collected data were systematically reviewed and analyzed thematically. These methods engaged diverse stakeholders, ensuring in-depth insights into the management and challenges of PSAs in Nepal.

Multiple tools and techniques ensure comprehensive data collection by capturing diverse perspectives. Interviews provide individual insights, KIIs offer expert opinions on regulations and operations, and FGDs facilitate interactive discussions for validation, ensuring a well-rounded understanding of PSAs' management, challenges, and investment-based variations.

3.5.1 Interviews

Interviews are a fundamental data collection method in research, involving a conversation between a researcher (interviewer) and one or more participants (interviewees) (Bryman, 2016). The researcher conducted semi-structured interviews with government officials, PSAs personnel, security guards and members of related institutions. In addition, face-to-face and telephone interviews using semi-structured questions were targeted stakeholders including two selected PSCs. These interviews aimed to capture operational practices, workforce conditions and stakeholder expectations. These interviews focused to gather personal experiences, insights and challenges faced by PSAs in different aspects.

3.5.2 Key Informant Interviews

Key Informant Interviews are qualitative interviews conducted with individuals who possess specialized knowledge or expertise about a particular topic, group or community (Kumar, 2011). The researcher targeted to key experts, including government officials, law enforcement

incumbents, departmental head of PSAs. Semi-structured questions guided more flexible to explore specific areas of expertise which was used to gather insights on regulatory frameworks, operational challenges and management practices. These interviews offered expert perspectives critical to understanding PSAs' management dynamics in Nepal.

3.5.3 Focused Group Discussion

A Focused Group Discussion is a qualitative research method that involves guided discussions with a selected group of participants to gather in-depth insights on a specific topic (Krueger & Casey, 2015). The FGD facilitates interactive discussions allowing participants to share their perspectives, clarify doubts and engage in collective analysis making it a valuable tool for exploring complex issues.

For this study, the FGD was conducted with members of the District Security Committee at DAO, Kathmandu to gain comprehensive insights into the management of PSAs in Nepal. The discussion helped verify research findings, cross-check information and explore challenges in regulating and monitoring PSAs. Participants provided critical perspectives on regulatory gaps, operational difficulties, coordination with government agencies and workforce management based on level of investment. The interactive nature of FGD allowed researcher to validate data, ensuring a well-rounded analysis of PSAs' role in Nepal's security sector.

3.6 Data Analysis

Data analysis involves systematically applying statistical and logical techniques to interpret, organize, and summarize collected data. It helps derive meaningful conclusions and supports decision-making (Miles et al., 2014).

The analysis highlighted significant gaps in analyzing levels of investment affect PSAs management in Nepal comparing high and low-investment agencies as well as legal frameworks underscoring the need for organized regulations. By linking the data with existing literature, the study provided a contextual understanding of PSAs' operational challenges. These findings informed actionable recommendations aimed at improving PSAs management, enhancing professionalism and aligning the sector with Nepal's national security framework.

The researcher used comparative two-case study approach to understand the management of PSAs in Nepal. Secondary data, including reports and regulations were reviewed to identify trends, while primary data from observations and interviews were transcribed, coded and categorized. Finding ensured validity by comparing insights from multiple sources, strengthening the reliability of findings. Findings were presented using tables, charts and

narratives, integrating qualitative insights with statistical data for comprehensive analysis. The analysis revealed gaps in legal frameworks, workforce training and accountability, emphasizing the need for formal regulations. By linking data with existing literature, the study offered actionable recommendations to enhance PSAs management and ensure their effective contribution to Nepal's national security framework.

3.7 Ethical Consideration

Ethical consideration refers to the principles ensuring research is conducted with integrity, respect and fairness. It includes informed consent, confidentiality and minimizing harm to participants (Bryman, 2016). This research was conducted in a professional rights of ethical practice, including confidentiality, ambiguity and informed consent for all respondents during the research work which included employees, clients and officials of PSAs. It has ensured honesty, integrity and respect for intellectual property with no bias, misinterpretation or plagiarism. Sensitive data were treated responsibly and ethical approval was obtained if required. It ensured that the findings and conclusions drawn from the study are reliable, transparent and trustworthy by adhering to national and institutional ethical guidelines.

3.8 Field Experience

Fieldwork was conducted between January 3rd and 13th, 2025, in Kathmandu, targeting government offices and private security firms. Visits were made to key institutions including the Ministry of Home Affairs (MoHA) (Local Administration and Province Coordination Section), DAO, Office of Company Registrar, Social Security Fund and Department of Labour and Occupational Safety. Two PSAs, Garud Securities P. Ltd. and Shree Nawadurga Security Guard Supply Service (P.) Ltd. were visited for study. Data collection methods included Interviews, KIIs, and FGD allowing participants to share their experiences and perspectives in detail. Additionally, direct observation of PSAs' operations provided valuable insights into their daily activities and challenges.

Researcher encountered some challenges during research particularly in accessing information from government offices where officials were sometimes reluctant to provide data. Though the security company; Garud Security P. Ltd. and Shree Nawadurga Securities Guard Supply Service (P.) Ltd. were more cooperative. Despite these difficulties, every effort was made to follow the planned research methodology and collect reliable and relevant data for the study.

CHAPTER IV

FINDINGS AND DISCUSSIONS

This chapter presents the results of the study on the management of PSAs in Nepal. It analyzes the current status, challenges and operational differences on the basis of capital investment which affects the management of PSAs using data from fieldwork interviews and secondary sources. The findings highlight issues such as investment affects management of human resources, operational effectiveness and integration of technology as well as regulatory gaps and workforce instability. This chapter is crucial as it interprets key insights, compares management practices and discusses policy implications providing a foundation for recommendations to enhance PSAs effectiveness and regulatory oversight.

4.1 Findings

The PSAs in are expanding due to urbanization and rising security demands, yet lacks a systematic regulatory framework. Higher investment PSAs ensure better management, training and compliance whereas lower investment PSAs struggle with financial instability and legal adherence. Weak regulatory oversight, inadequate digital record-keeping and low compliance with labour and social security laws hinder industry's professionalism. Strengthening legal frameworks, monitoring mechanisms and investment structures is essential for improving PSAs management, ensuring professionalism and enhancing their contribution to Nepal's security landscape.

4.1.1 Current Status of Private Security Agencies in Nepal

Private Security Agencies in Nepal have expanded rapidly due to rising security demands in business sectors, residential areas and critical infrastructures (Bhattarai & Cave, 2009). PSAs in Nepal are expanding rapidly due to increasing urbanization, rising crime rates as well as growing security concerns. As of 2081, over 1,200 PSAs are registered whereas majority are concentrated in Kathmandu Valley as per highest demand (Company Registrar Office, 2081). The industry is lacking proper regulatory framework, leading to inconsistencies in service quality and weak legal compliance though agencies must register with various government bodies including Company Registrar Office, DAO, Kathmandu, Department of Labour Office and many others also operating informally without proper oversight. Larger PSAs maintain better management and service standards due to high investments, whereas smaller PSAs

struggle with financial instability, high employee turnover and inadequate training due to low investments. But PSAs significantly contribute to employment, corporate security and crime prevention by supplementing to government law enforcement.

a) History of Private Security in the World

Private security has existed since ancient times when rulers and merchants hired personal guards for protection. In ancient Egypt, Mesopotamia and Rome, military-trained guards protected trade routes, palaces and religious sites (Shearing & Stenning, 1981). The Praetorian Guard in Rome was an elite force responsible for securing the emperor and high-ranking officials. During the medieval period, feudal lords used knights and mercenaries to protect their territories.

The Industrial Revolution in 18th and 19th centuries led to an increase in urbanization, crime and economic activities, creating a demand for private security. The PNDA founded in 1850 in the US, was one of the first professional security firms, offering corporate security, private investigations and labor strike control (Joh, 2005). In the 20th century, private security expanded further due to organized crime, labour disputes and corporate expansion, leading to the emergence of security firms worldwide.

b) History of Private Security in Nepal

The concept of private security in Nepal is relatively recent, emerging in the 1990s as urbanization and industrialization increased (Bhattarai et al., 2010). The demand for private security surged after the Maoist insurgency (1996–2006) due to growing security concerns (Basnet, 2022). The first PSAs were established to serve banks, diplomatic missions and multinational corporations. Over time, the industry expanded to include residential security, event security and cash-in-transit services.

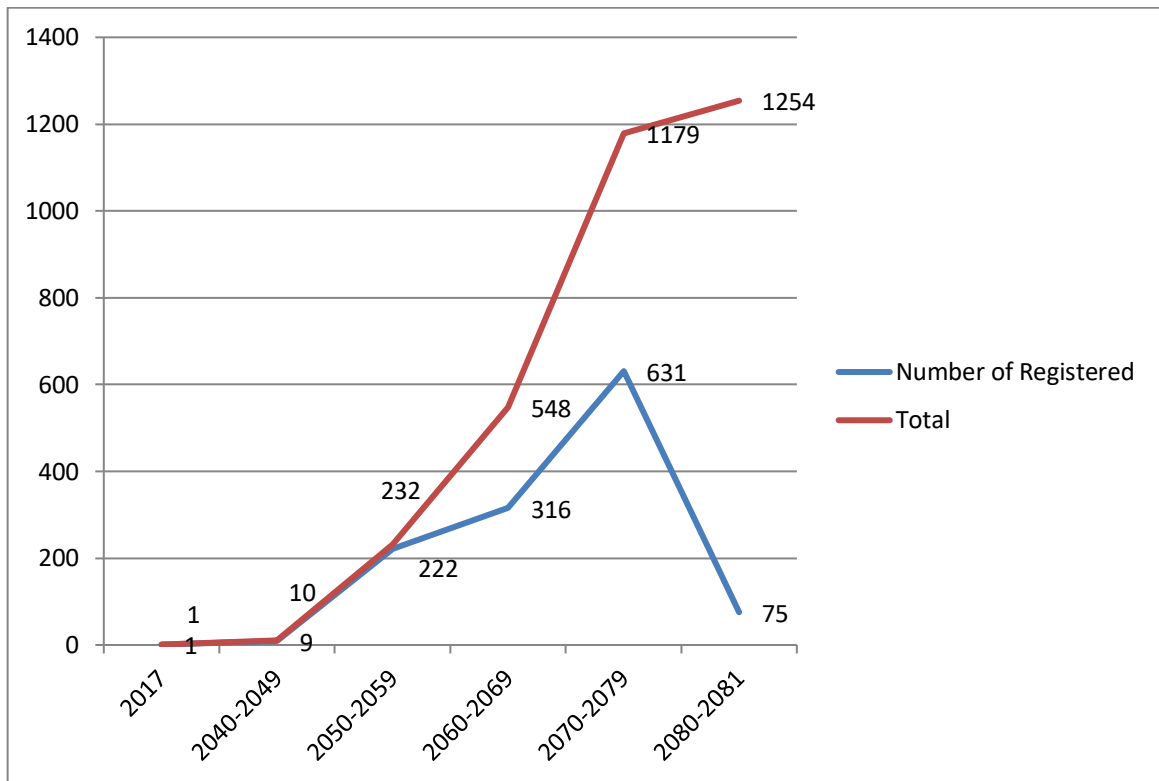
Today, Nepal has over 1,200 registered private security firms but the industry lacks a dedicated regulatory framework, unlike India's Private Security Agencies (Regulation) Act, 2005 (Pandey & Jha, 2023). The quality of services varies between well-established firms like Garud Securities P. Ltd., which follows international standards and smaller agencies like Shree Nawadurga Security Guard Supply Service (P.) Ltd. which operates with limited resources. The absence of comprehensive training, fair wages and government oversight remains a major challenge for the industry.

c) Status of Private Security Agencies in Nepal

PSAs in Nepal are expanding rapidly due to urbanization, rising crime and increased demand for safety. Businesses and communities rely on PSAs as government law enforcement has limited reach (Bhattarai & Cave, 2009). However, there is no regulated system, digital record-keeping or coordination with law enforcement, leading to inconsistencies in service quality. Large PSAs adopt organized management, while smaller ones struggle with financial challenges (Pandey & Jha, 2023). This study explores the management of PSAs focusing on their status on level of investment which is essential to examine and categorization to understand their role in Nepal’s security landscape.

Figure 4.1

Trends of PSAs Registered in Company Registrar Office till Bhadra 2081



Source: Company Registrar Office Tripureshwor, Kathmandu, 2081-09-22

Figure 4.1 shows that registration of PSAs over a 10-years interval shows a steady increase in their numbers. Initially, PSAs registrations were minimal, reflecting limited demand and regulatory awareness. Over the years, the number of agencies has grown significantly. The trend shows that gradual increase indicates that security services have become an essential part of Nepal’s socio-economic environment.

Table 4.1*PSAs Established in Kathmandu Valley and Outside*

Address		No. of Security Companies
	Kathmandu	669
Valley	Lalitpur	103
	Bhaktapur	21
	Out of Valley	458
	Not Mentioned	3
Total		1254

Source: Company Registrar Office Tripureshwor, Kathmandu, 2081-09-22

Table 4.1 summarizes that PSAs are rapidly growing in Nepal, with 793 companies concentrated in Kathmandu valley and only 458 operate outside the valley while there are 3 districts in valley out of 77 districts, the valley dominates due to high population density, business hubs and security demand. It shows that companies prefer urban areas for profitability, accessibility and client concentration.

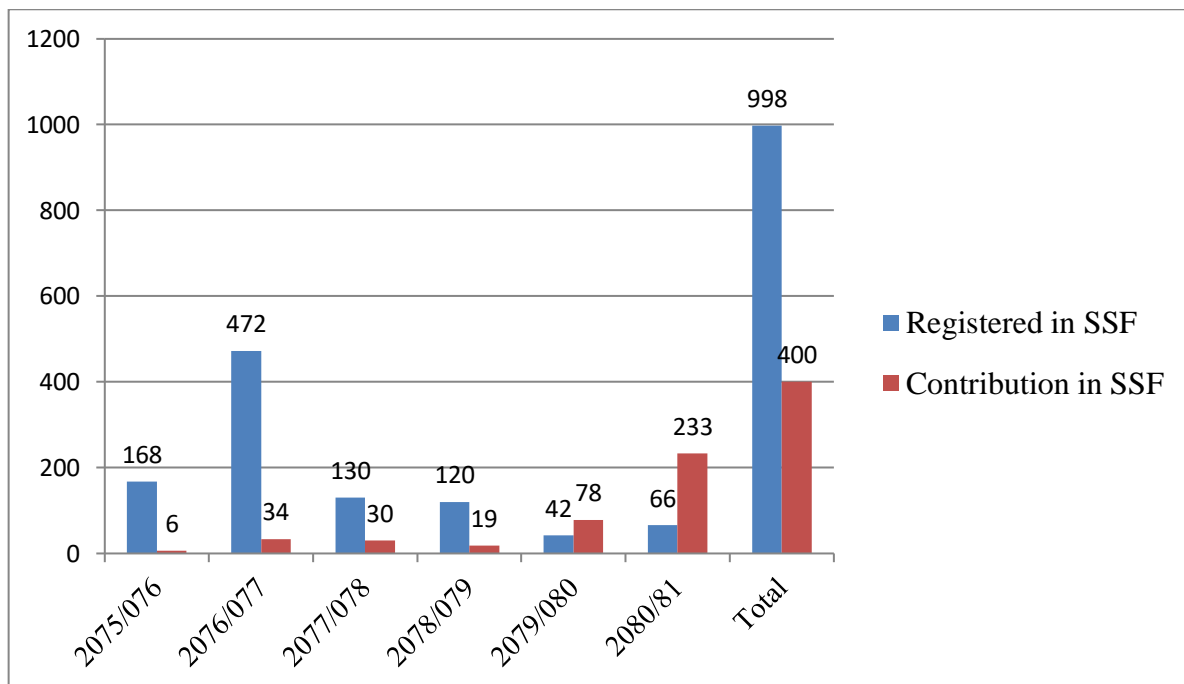
In research, interviews are significant because they provide valuable insights that may not be available in published literature or secondary sources. Personal communication through interviews helps researchers validate findings to the study. The purpose of this interview was to obtain information about the status, registration process and documentation system. For this research, I conducted an interview with an Officer, Computer Engineer from the Company Registrar Office, Tripureshwor, Kathmandu, who manages data collection and record-keeping of registered PSAs. The participant (P1) highlighted that the office lacks a proper data management system and digitalization process. He stated:

On 1 Baishakh 2017, only one security company was registered with Rs. 500000 authorized capital at Biratnagar, Morang. Then long time gap after 30 years, on 25 Chaitra 2047, another security company was registered with Rs. 50000 authorized capital and till now these are existing. Since then, the number of PSAs has gradually increased and it reached upto number of 1254 security companies (P1, 2081-09-22).

The information provided by participant highlights the status of PSAs in Nepal which gradual rise now a days. From a single registered company in 2017 B.S., the sector expanded significantly reaching 1,254 companies by 2081 B.S., it reflecting increased demand for private security services due to urbanization, opening industries, financial institutions and taking security concerns as well. The participant also emphasized the lack of a centralized digital record-keeping system, which makes data retrieval and analysis challenging, thereby affecting regulatory oversight and efficient monitoring of PSAs.

Figure 4.2

PSAs Contribution in Social Security Fund



Source: Social Security Fund Office Thapathali, Kathmandu, 2081-09-23

Figure 4.2 shows the status that out of 1254 PSAs registered in Company Registrar Office, only 998 were enrolled in the Social Security Fund and merely 400 actively contributed. This reflects weak compliance and oversight mechanism. Awareness programs and strict regulations are essential to enforce legal provisions and ensure accountability.

One participant (P2), Senior Section Officer of Social Security Fund Office, Thapathali, Kathmandu stated that "Companies are registered under the Social Security Fund by online form with the help of pan number and no need to presence physically and till now 52042 employees have been covered and contribution amount has reached Rs. 5131708692" (P2, 2081-09-23).

This suggests that while many companies have registered, actual participation in the Social Security Fund remains low. The lack of strict enforcement, awareness and monitoring mechanisms likely contribute to this discrepancy. Strengthening regulatory oversight and implementing stricter enforcement measures are essential to ensuring that all PSAs comply with social security regulations, thereby safeguarding employee rights and financial security.

Table 4.2

PSAs Renewed in District Administration Office, Kathmandu

Year (B.S.)	Number of Renewed and Work Permit
2080/081	111
2081/082	139

Source: District Administration Office Babarmahal, Kathmandu, 2081-10-8

Table 4.2 explains that renewal of PSAs at the DAO, Kathmandu has increased from 111 in 2080/081 to 139 in 2081/082. This indicates a growing compliance trend but many agencies still operate without timely renewal. Strengthening monitoring mechanisms and ensuring strict enforcement of renewal regulations are essential to enhance accountability, professionalism and the overall security framework of PSAs in Nepal.

Table 4.3

PSAs Registered in Department of Labour and Occupational Safety

Year (B.S.)	Number of Registered	Number of Dismissed	Total
2079/080	372	4	376

Source: Department of Labour and Occupational Safety: Annual labour bulletin 2080

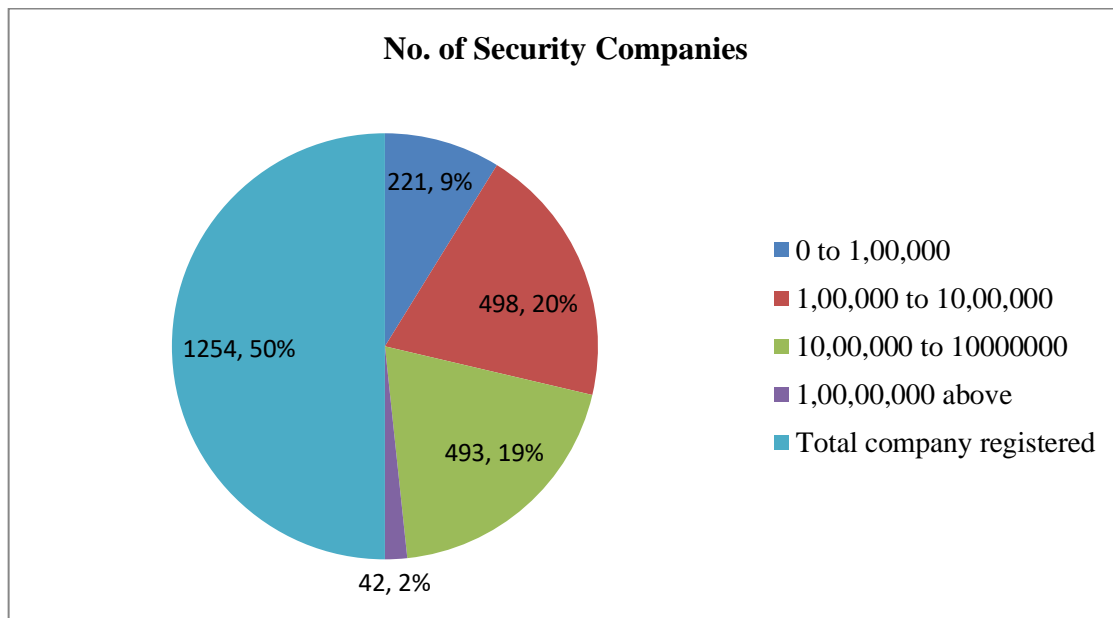
Table 4.3 shows that number of PSAs registered with the Department of Labour and Occupational Safety is significantly lower than the total registered at the Company Registrar Office as only 372 were recorded with the labor department in 2079/080 with four dismissals. This disparity suggests weak enforcement of labor regulations and a lack of compliance from PSAs owners. Strengthening oversight, enforcing legal provisions and raising awareness about labor rights are crucial for ensuring proper registration and worker protection.

d) Types of Private Security Agencies Operating in Nepal

PSAs in Nepal vary significantly in terms of their investment which are classified based on their authorized capital. It influences their ability to provide high-quality security services, invest in technology and ensure proper training for their personnel. The categorization of PSAs by investment level helps in understanding their scale, scope and management efficiency. Higher investment agencies generally allows for better resources, skilled personnel and wider service coverage, while smaller investment agencies often struggle with financial and operational challenges.

Figure 4.3

PSAs Status on the Level of Investment



Source: Company Registrar Office Tripureshwor, Kathmandu, 2081-09-22

Figure 4.3 indicates that PSAs in Nepal can be broadly classified into four categories based on their level of authorized capital. Majority of PSAs 991 operate with an investment below 1 million NPR, while only 42 companies have an authorized capital exceeding NPR 10 million. Small-scale PSAs are more common, focusing on providing security services to residential areas, small businesses and private properties whereas Large-scale PSAs provide security to high-risk areas including critical infrastructures, international organizations and VIP security.

During interview with seven participants have almost similar kind of perception on PSAs status depends upon level of investment who reported as :

The level of investment significantly impacts the operational efficiency, compliance, and credibility of PSAs in Nepal. Higher investment enables systematic management, modern security technologies and better training. It ensures financial stability, legal adherence and social security contributions. In contrast, small-scale investment face financial challenges that limit ability of providing advanced training and benefits to employees as well as low-investment PSAs struggle with sustainability, labor compliance and service quality. Effective regulation and standardized investment can enhance professionalism and accountability in the sector which depends on continuum of investment (2081-09-28).

The participants emphasized that investment levels significantly influence the efficiency and credibility of PSAs in Nepal. High scale of investment allows better management, modern security technology and proper training ensuring compliance and stability which provides high quality service. In contrast, low-investment faces financial struggles, labor issues and poor service quality.

e) **Regulatory Bodies**

Regulatory bodies in Nepal oversee the registration, operation and compliance of PSAs to ensure professionalism and alignment with national security policies. Key institutions include Ministry of Home Affairs, DAO, Company Registrar Office, Department of Labour and Occupational Safety and Social Security Fund Office. These agencies monitor legal adherence, labor rights, investment capacity and operational efficiency addressing challenges in oversight, compliance and workforce management.

Ministry of Home Affairs

The MoHA is one of the regulatory authority for PSAs in Nepal as it's Local Administration and Province Coordination Section issues guidelines and instructions to DAO regarding the registration, renewal and legal oversight of PSAs. It plays a key role in addressing legal ambiguities and ensuring that security agencies operate within national security policies. MoHA also intervenes in disputes or regulatory conflicts and provides strategic direction to enhance PSAs accountability and professionalism.

According to one participant (KII1), Section Officer of MoHA (Local Administration and Province Coordination Section) regarding on legal frame work and operational difficulties, he stated :

PSAs in Nepal operate under Private Firm Registration Rule 2034, ministry directives and DAO approvals. They strengthen national security by sharing information with government forces but sometimes create conflicts due to regulatory ambiguity and flexibility. Unlike government security forces, PSAs lack strict oversight, making monitoring difficult. The absence of an apex law leads to weak enforcement, requiring periodic ministry-issued orders for renewal and compliance and there are no any provision if PSAs will not follow rule and government is not taking action against them (KII1, 2081-10-03).

The participant emphasizes as PSAs in Nepal function under the Private Firm Registration Rule 2034 and ministry directives but they are facing regulatory challenges due to unclear legal provisions instead of supporting national security by sharing information even though there are weak oversight and the absence of a dedicated law hinder enforcement.

District Administration Office, Kathmandu

The DAO plays a critical role in PSAs registration and operational approval. It assesses whether a security company's activities could threaten public order, social harmony or national security. The DAO has the authority to recommend or deny PSAs licenses based on security concerns. It monitors PSAs activities within its jurisdiction and coordinates with law enforcement agencies to ensure that private security services align with national security priorities.

The status and types of PSAs differ on the basis of investment. The PSCs have therefore invested while establishing and performing security strategies. During interview with Section Officer (P3), DAO, Babarmahal, Kathmandu, stated that "Investment determines credibility and professionalism of PSAs. Higher investment means better resources which ultimately contribute to better security services. Many small-scale PSAs operate informally, sometimes failing to meet necessary legal and administrative standards which creates challenges in monitoring them effectively" (P3, 2081-10-08).

The DAO plays a key role in regulating PSAs, ensuring alignment with national security priorities. As noted by Participant P3, investment levels determine the credibility and efficiency of PSAs. Higher investments lead to better resources and professionalism while smaller agencies often struggle with compliance and effective monitoring.

Company Registrar Office

The Company Registrar Office, Tripureshwor, Kathmandu is responsible for the legal registration of PSAs in Nepal. Once a company submits the required documents then it registers the security company and issues login credentials for an online system where PSAs must submit annual financial reports and operational details. However the office does not monitor PSAs performance or service quality.

During interview with one participant (KII2), Company Registrar Office reported as "PSAs with higher investment usually have better organizational structures, operational transparency and legal compliance. It tends to maintain proper records making monitoring easier. On other hand, smaller investment often lack proper documentation and financial discipline, leading to irregularities and operational risks" (KII2, 2081-09-22)

Higher-investment PSAs exhibit better structure, transparency and compliance, easing monitoring while lower-investment PSAs often face documentation gaps, financial indiscipline and operational risks leading to regulatory and management challenges.

Department of Labour and Occupational Safety

The Department of Labour and Occupational Safety, Minbhawan, Kathmandu ensures that PSAs comply with Nepal's labor laws. It monitors employment contracts, salary payments and workplace conditions. PSAs must follow minimum wage policies, dearness allowances and safety regulations set by the government on 32 Shrawan 2080. The department also oversees the renewal of labor contracts ensuring that employees receive fair wages and benefits. It works to prevent labor exploitation and improve employment conditions in Nepal's private security sectors.

During interview with one Participant (P4), Section Officer of Department of Labour and Occupational Safety who stated as:

The status of PSAs largely dependent on their investment capacity, particularly in terms of labor management. Larger level of investment companies are better equipped to provide proper wages, benefits and job security. Smaller level of investment PSAs may struggle with financial sustainability, leading to labor exploitation and non-compliance with labor laws. A lack of investment also results in frequent worker turnover and operational instability (P4, 2081-09-26).

Participant highlighted that investment capacity plays a crucial role in the stability and efficiency of PSAs. PSAs having Higher level of investment can provide fair wages, benefits and job security ensuring workforce stability. In contrast, PSAs with lower level of investment often struggle with financial constraints, which may lead to labor exploitation, high turnover rates and compliance issues. The lack of investment affects operational efficiency, making it difficult for smaller agencies to retain skilled personnel and maintain industry standards. Strengthening financial capacity and enforcing labor regulations are essential to improving the overall management and sustainability of PSAs in Nepal.

Social Security Fund Office

The Social Security Fund Office, Thapathali, Kathmandu enforces social security provisions for PSAs employees. Under Nepal's labor laws, PSAs must contribute 31% of an employee's minimum wage to the Social Security Fund. This fund provides financial security through medical, maternity, accidental and old-age benefits. It ensures that security personnel receive social protection and that companies fulfill their financial obligations to employees. However, compliance remains a challenge due to weak enforcement mechanisms.

During interview with one Participant (P2), Senior Section Officer, Social Security Fund, he stated as:

Investment levels affect the financial stability of PSAs, especially in terms of fulfilling social security obligations. Large-scale PSAs with high investment are more likely to contribute to the Social Security Fund and provide benefits to their employees as Garud Security Company P. Ltd. has been contributing in top most rank since three years. Likewise low-investment firms often avoid compliance, leading to poor labor conditions and an unstable workforce. A market-linked investment approach would improve their credibility and legal adherence (P2, 2081-09-23).

4.1.2 Comparative Analysis of Management of PSAs

PSAs have a long history, dating back to ancient civilizations where individuals or groups were employed to protect valuable assets. PSAs in Nepal show differences in management due to investment levels which affects on procurement and retention of quality personnel, operational strategies, adoption of technology and workforce resources. Large scale investment PSAs like Garud Securities P. Ltd. implements well management system, advanced technology and provide diverse services while small-scale investment PSAs like Shree Nawadurga Security Guard Supply Service (P.) Ltd. faces operational challenges due to limited resources. A

comprehensive regulatory framework, improved compliance and better government oversight are necessary to enhance PSAs' professionalism and service quality (Bhattarai et al., 2010; Pandey & Jha, 2023).

a) Garud Securities P. Ltd.

Garud Securities P. Ltd. established in 2005, is Nepal's leading private security company known for its professional services and remarkable growth. It stands out in the security industry for its commitment to integrity, professionalism and quality. With a strong foundation of infrastructure, sound procedures and highly skilled personnel, the company has built a reputation for providing reliable and effective security solutions. Garud began its journey with the acquisition of its first patrolling vehicle in 2006 and quickly expanded over 50 four wheelers as well as over 50 two wheelers vehicles nationwide which consists half of four wheelers are electric vehicles (Garud Securities P. Ltd, Brochure).

It is becoming the leading event security provider in Nepal by managing high-profile events such as Bryan Adams, Danish soft rock band Michael Learns to Rock (MLTR), South Asian Football Federation (SAFF) tournaments, Atif Salam, Sonu Nigam concerts, Johnnie Walker event etc. Garud's service portfolio has grown significantly over the years, catering to diverse sectors. By 2007, it had entered the financial sector, offering security services to over 20 financial institutions with more than 400 branches. Garud began providing specialized services to diplomatic missions, now supporting 18 missions with over 500 personnel (Garud Securities P. Ltd, Brochure).

The information provided by Participant (P5), Managing Director (MD) of Garud Securities P. Ltd. as a primary source which was obtained through discussion with him, he stated as :

Garud Securities P. Ltd., Nepal's leading private security company since 2005, provides professional services, event security and diplomatic protection, operating nationwide with advanced infrastructure, skilled personnel and eco-friendly patrol vehicles. It has remained at the forefront of innovation and quality, introducing electronic security solutions in 2010 and achieving ISO certifications that highlight its dedication to excellence. As Nepal's largest private security company since 2012, Garud continues to set new standards, offering personalized solutions, rapid response, and advanced technologies, ensuring peace of mind for its clients (P5, 2081-09-25).

Garud Securities P. Ltd. has emerged as Nepal's leading private security company, demonstrating consistent growth, professionalism and innovation. With a strong infrastructure

and skilled personnel, it expanded services across various sectors like financial institutions, diplomatic missions and high-profile events. The company is accredited by ISO certifications reflects its commitment to sustainability and quality.

Service Provided by Garud Securities P. Ltd.

Garud Securities P. Ltd. offers comprehensive security services, including manned guarding, mobile patrols, cash transit, executive protection and event security with advanced technology like Global Positioning System (GPS) tracking and electronic surveillance by ensuring professionalism and efficiency. These services highlight the management differences between large and small scale of investment of PSAs, demonstrating how investment in technology, workforce training and risk management enhances service quality and operational effectiveness which offers wide range security services ensuring safety and professionalism across the various sectors.

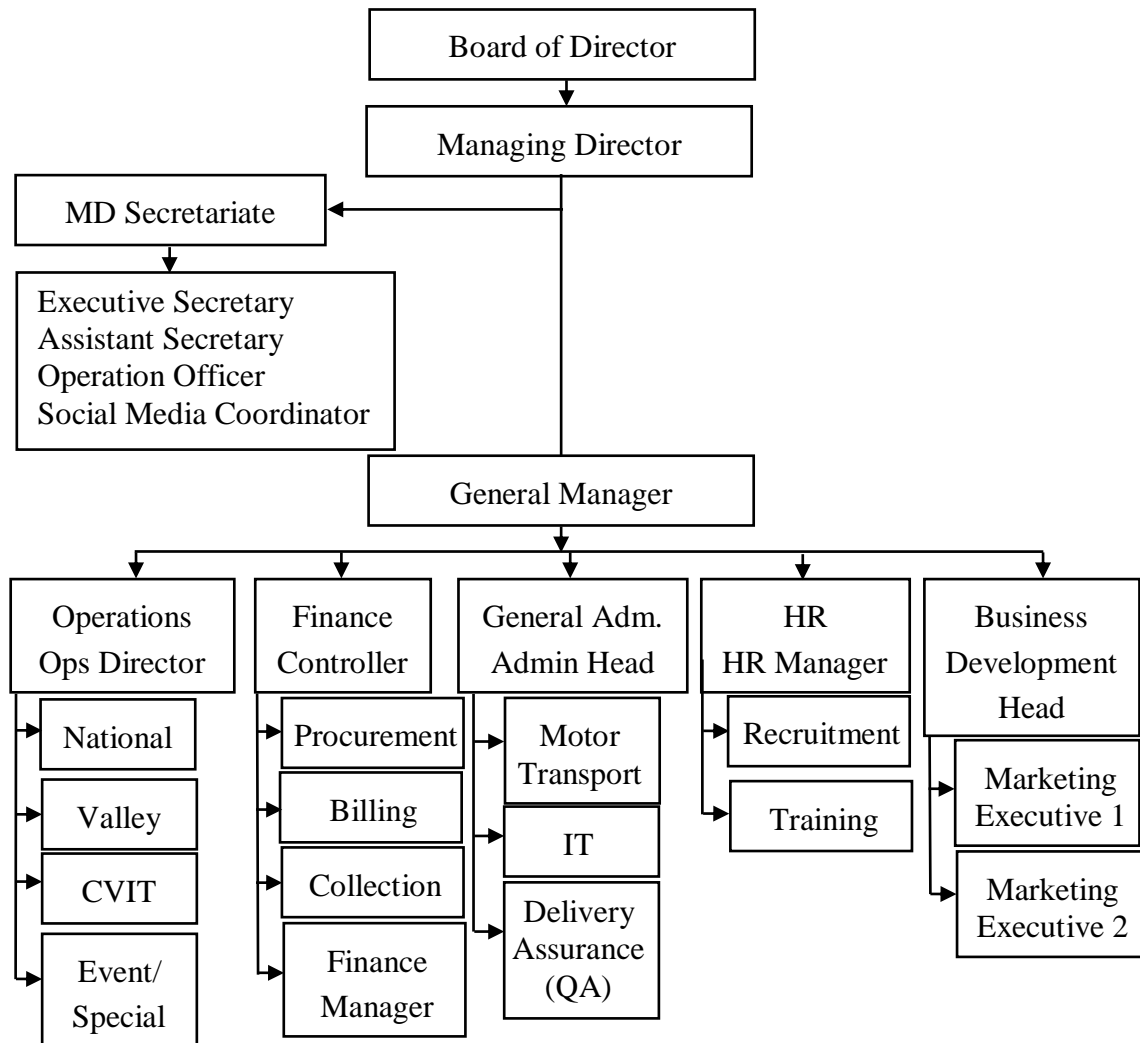
During interview and personal communication with three participant, MD, head of operation, head of training department, these three participants have stated similar statement regarding service activities provided by Garud Securities P. Ltd. which are :

Garud Securities P. Ltd. provides a comprehensive range of security services, ensuring safety and professionalism across various sectors. It offers manned guarding, 24/7 mobile patrols, alarm response and executive protection for Very Important Persons (VIPs). Its Cash & Valuables in Transit Service (CVTS) ensures secure transportation while event security manages crowd control and access monitoring. The company specializes in electronic security including Closed-Circuit Television (CCTV) surveillance and GPS tracking. In addition, it provides security risk management, business continuity planning and travel advisories. Its training center enhances emergency preparedness through fire, medical and security drills, strengthening workforce skills and efficiency (2081-09-25).

Garud Securities P. Ltd. offers diverse security services including manned guarding, mobile patrols, VIP protection, cash transit, event security, CCTV surveillance, risk management and training for emergency preparedness.

Figure 4.4

Organizational Structure of Garud Securities P. Ltd.



Source: Garud Security P. Ltd., Operation Section, 2081-09-24

Human Resource Management

The PSAs having high level of investment prioritize professional recruitment and training to maintain a skilled workforce. Garud Securities P. Ltd. recruits both ex-security personnel and civilians ensuring they undergo regular refresher courses, tactical drills and customer service training through its dedicated training department. This approach helps security personnel meet industry standards, enhancing service quality and reliability. Garudh Security has separate branches and separate places for recruitment as well as training center. Additionally, Garud Securities P. Ltd. provides career progression opportunities and competitive wages, reducing employee turnover and fostering a stable, well-trained workforce capable of handling diverse security challenges.

Regarding workforce management and service provide by Garud Security P. Ltd. to the different areas, among them one service receiver client Everest Hotel, Kathmandu, the security supervisor participant (P15) stated :

The Everest Hotel has been satisfied with Garud Security's services for the past 7 years. We appreciate their professionalism, discipline and customer-friendly approach. Their security services effectively meet our workforce safety needs. The security guards perform duty properly and patrol team regularly oversees the duties and completes the duty forms according to their manual (P15, 2081-11-1).

Everest Hotel has been satisfied with Garud Security valuing their professionalism, discipline and customer-friendly approach. Security guards perform well and patrol teams compelled to fulfill their duties properly.

Table 4.4

Yearly Joined and Resigned Strength of Garud Security P. Ltd.

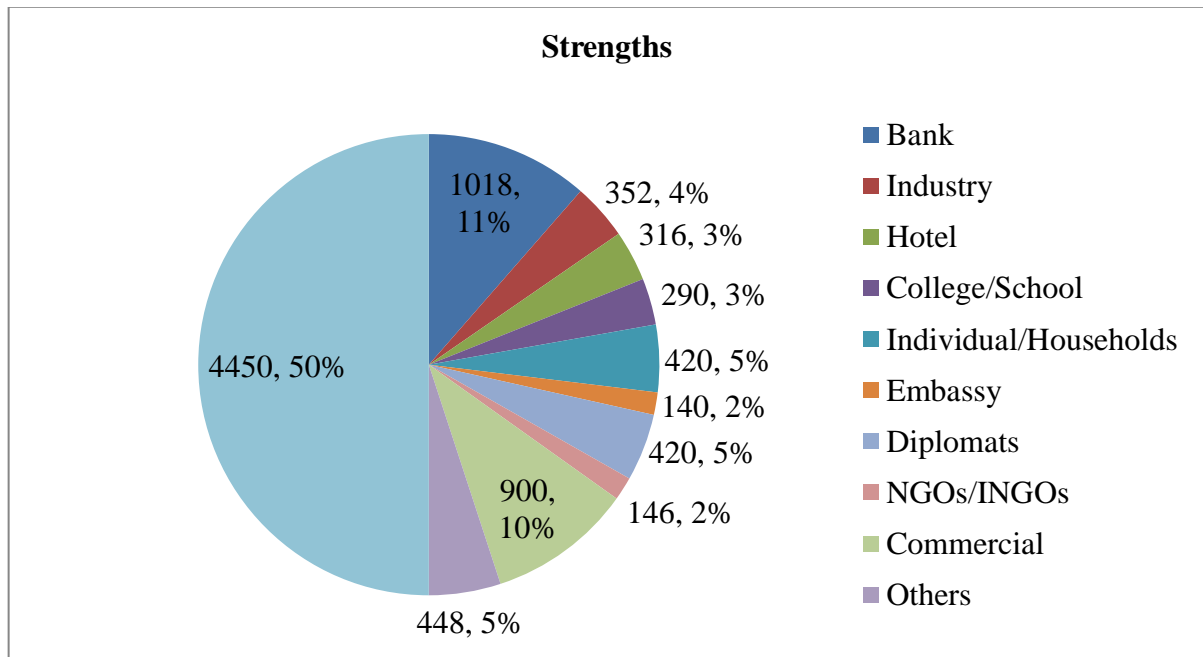
Fiscal Year	Joined				Resigned			
	Male	Female	Ex- Security	Total	Male	Female	Ex- Security	Total
2079/080	2525	335	1445	4305	1675	94	375	2144
2080/081	1902	312	1507	3721	2095	175	455	2725
2081/082	1305	208	1125	2638	981	155	437	1573

Source: Garud Security P. Ltd., Administration Section, 2081-09-24

Table 4.4 highlights recruitment and resignation trends at Garud Securities P. Ltd. from fiscal years 2078/079 to 2080/081. Recruitment has declined over the years from 4,305 in 2078/079 to 2,638 in 2080/081 with both male and female hires decreasing. Resignations peaked in 2079/080 at 2,725 but dropped to 1,573 in 2080/081. It shows that nearly half of recruited security guards are resigning each year which shows retention rate is low and this trend suggests that many individuals take security jobs as temporary while seeking better employment opportunities or waiting foreign work.

Figure 4.5

Sector Wise Deployment Strengths of Garudh Security P. Ltd.



Source: Garud Security P. Ltd., Administration Section, 2081-09-24

Figure 4.5 shows that Garud deploys personnel across diverse sectors being the largest clients. The high presence in financial institutions and diplomatic missions highlights the demand for skilled security personnel in sensitive areas as well as the lower deployment in industries and NGOs indicates either a lack of investment in security or a preference for alternative safety measures.

According to an Administration Officer of Garud Securities P. Ltd., the company follows recruitment and deployment process to ensure professionalism and efficiency in security services. The participant (P6) stated :

Garud has training certification. It needs height, weight, minimum education, experience, job specific skills such as communication skills, medical like in Army and Police and many more and must pass pre-deployment training exam. Administration section is maintaining accurate records and details of employee including personal data, tax information for audit purpose, providing knowledge to employee about the employee's benefits including minimum wage law, overtime pay, health insurance, retirement plans, leave policies, comply with laws and Social Security Fund (P6, 2081-09-25).

Garud Securities ensures professionalism through certified training, strict recruitment criteria and pre-deployment exams. It maintains employee records, educates on wages, benefits and legal compliance and upholds Social Security Fund regulations.

A participant (P7), Training Officer highlighted regarding training that :

The Training Department, conduct various types of training. It includes Security Basic Training (SBT) known as 10 days basic security guarding training for individuals, Pre Deployment Training (PDT) to new candidates for 5 days, Commander Upgrading Training (CUT) for 10 days, Special Security Training (SST) to bouncer for 10 days. In the classroom, we provide briefings, power point presentations, demonstrations, situation reaction tests and active discussions. We conduct practical exercises to offer hands-on experience. At the end of the training, a final written exam and a skill test on the specific subject are conducted for all trainees. Those who meet the required training standards are then referred to the Recruitment Department for the enrollment process then after completing all process, they are ready for deployment at any site. One day Refresher Training for existing security personnel and Commander, Upgrade Training for Supervisors and Head Guards is provided within 2/ 3 days duration as per need. (P7, 2081-09-25).

The Training Department follows a well define approach to developing skilled security personnel through various training programs including basic, pre-deployment and specialized courses. Training includes theoretical sessions, practical exercises and evaluations to ensure competency. Regular refresher courses enhance skills, preparing personnel for deployment and ensuring high operational standards. The Training Department of Garud Securities P. Ltd. provides training to both new security guards who are preparing for experience to deploy under other security companies or preparing for abroad and those preparing for deployment under Garud Securities in different domain.

Training is conducted by it's own instructors as well as consulting external experts ensuring quality assurance as it has own separate training center that indoor class is conducted indoor class room while outdoor exercises are held in open spaces outside the classroom. Simulation exercises on emergency preparedness and security drills are also part of the training. The picture of training conducting simulation exercise regarding emergency preparedness and security drill is mentioned in Appendix "E".

Table 4.5*Branches of Garud Security P. Ltd.*

S.N.	Office Name	Address
1	Corporate Office	Jana Marg, Lohsal – 3, Maharajgunj, Kathmandu
2	Valley Branch Office	Bansidhar Marg, Bishalnagar – 4, Kathmandu
3	Training Center	Sankha Park, Maharajgunj, Kathmandu
4	Kapurdhara Accommodation	Kapurdhara, Thamel, Kathmandu
5	Kupondole Accommodations	Kupondole – 1 Lalitpur
6	Itahari Branch Office	Itahari -4, Bahuka Road, Sunsari
7	Dhanusa Branch Office	Dhalkebar, Dhanusa
8	Parsa Branch Office	Jeetpur-Simra Sub-Metropolitan, Ward No. 3, Bajani, Simra, Bara
9	Hetauda Branch Office	Hetauda Sub Metropolitan, Ward No. 4
10	Chitwan Branch Office	Manjushree Tole, Bharatpur-12, Chitwan
11	Butwal Branch Office	Horizon Chowk, Butwal-11, Rupandehi
12	Pokhara Branch Office	Amarsing Chowk 10, Pokhara, Kaski
13	Nepalgunj Branch Office	Shanti Nagar, Nepalgunj – 18, Banke
14	Surkhet Branch Office	Birendranagar-10, Budbudi, Surkhet
15	Kailali Branch Office	Tara Nagar, Dhangadi-5, Satkar Chowk, Kailali

Source: Garud Security P. Ltd., Administration Section, 2081-09-24

Table 4.5 clarify that Garud operates through 15 branch offices across Nepal with its corporate headquarters in Maharajgunj, Kathmandu. Key branches spreaded in many places along the nation ensuring its service coverage as well as training centers and accommodations in Kathmandu enhance personnel management and prompt operational efficiency.

A participant (P8), Operation Officer highlighted regarding workforce management :

Garud Securities Pvt. Ltd. ensures effective operational workforce management through continuous client coordination, timely recruitment and specialized training.

Performance is monitored through three mobile patrols day and night each, site visits for giving security consultant and taking client feedback. Emergency response is managed via 24/7 control rooms, standby Quick Response Teams (QRTs) and immediate client communication ensuring prompt action and reliable security services at all times (P8, personal communication, 2081-09-25).

The statement provided by participant highlights the ordered approach to workforce management maintains operational efficiency through continuous coordination with clients ensuring timely recruitment and training. The company enforces performance monitoring through mobile patrols, site visits for security consultation and client feedback collection. Control room, standby QRTs and immediate communication channel reflects a commitment to quality service, operational preparedness and client satisfaction enhancing overall security management. The picture of control room who regularly monitoring the situation is mentioned on Appendix "F".

Operational Strategies

Garud Security follows an operational approach based on the Plan-Do-Check-Act (PDCA) cycle to ensure efficiency and high-quality security services. The Planning phase involves site surveys, contract preparation and coordination with the recruiting center for workforce requirements. The Do phase focuses on execution including guard selection, document verification, uniform issuance and deployment procedures. The Check phase ensures monitoring through client feedback, vehicle patrols, radio communication and GPS tracking. Finally, the Act phase addresses client concerns, evaluates guard performance, provides refresher training and reviews security strategies for continuous improvement. This systematic approach enhances service reliability, transparency and client satisfaction.

Participant (P7) explained how the company follows the PDCA cycle to ensure efficient service delivery, emphasizing strategic planning, execution, monitoring and continuous improvement, he stated: "Garud Security follows the PDCA cycle for efficient operations. Regular updates and controlled observation monitoring enhance transparency, professionalism and client satisfaction ensuring high-quality security services" (P7, 2081-09-25).

Similarly one participant (KII1) from MoHA, also stated regarding operational efficiency that "There are differences found in terms of capacity, strengths, credibility and accountability due to level of their investment" (KII1, 2081-11-03).

Both participants highlight the importance of well management and operational efficiency in private security services. Participant (P7) explains to maintain service quality, focusing on planning, execution, monitoring, continuous improvement and participant (KII1) emphasizes that PSAs differ in capacity, credibility and accountability depends on investment level which indicating that operational efficiency varies across agencies, affecting service consistency and reliability.

Use of Resources and Technology

Garud Security employs advanced resources and technology to enhance security services across Nepal. It operates over 50 GPS-tracked four-wheelers including electric vehicles and 50 two-wheelers for efficient mobility. Security screening tools like breathalyzers, handheld metal detectors and walk-through gates ensure strict monitoring. A dedicated control room provides 24/7 oversight, supporting a QRTs for emergencies. The Guard Touring System (GTS) verifies guard presence while GPS tracking on managerial devices enhances supervision. A nationwide radio communication, CCTV monitoring, international audits, mobile app and online complaint system ensure service quality and responsiveness. The picture of GTS is mentioned in Appendix "G".

A participant (P9), Finance Officer highlighted that Garud security performs its service based on technology, equipped transport vehicles and security gadgets during communication, he stated:

Garud Security integrates financial discipline with technological advancements to maintain high service standards. Its GPS-tracked patrol vehicles, modern security tools and control room ensure effective monitoring. International audits from the UK validate service credibility through client and guard feedback. The company prioritizes sustainability with electric vehicles and ensures operational efficiency through prearranged financial investments. With a digital complaint system and a dedicated communication network, Garud maintains strong regulatory compliance, commitment to professionalism in deploying areas (P9, 2081-09-25).

Garud Security blends tech with financial stability and audits for reliable, sustainable and compliant service. GPS-enabled managerial oversight further strengthens monitoring and operational efficiency while well repeater tower facilitates uninterrupted communication.

International Certifications and Standards

Garud Securities P. Ltd. is a leader in Nepal's private security industry, committed to quality and professionalism. It holds ISO 18788:2015, American National Standards Institute (ANSI)/American Society for Industrial Security (ASIS), PSC-1:2012 and ISO 9001:2015 certifications, ensuring adherence to global security standards. These certifications highlight Garud's dedication to reliable and professional security services. By emphasizing meticulous processes and continuous improvement, Garud provides peace of mind to clients, reinforcing that security is a critical choice requiring the highest level of commitment and excellence.

Garud Securities P. Ltd. emphasizes a robust quality management framework, evidenced by its adherence to ISO 9001:2015, which ensures consistent processes and customer satisfaction through a process-based approach. Complementing this, ISO 18788:2015 specifically addresses private security operations focusing on risk assessment, legal compliance and respect for human rights providing a framework for professionalism and quality. Further reinforcing their commitment, ANSI/ASIS PSC.1:2012 provides additional quality management requirements tailored to private security with stronger North American emphasis on professionalism and continual improvement, collectively demonstrating Garud's dedication to high service standards and regulatory compliance. (Garud Securities P. Ltd., 2081-09-24)

b) Shree Nawadurga Security Guard Supply Service (P.) Ltd.

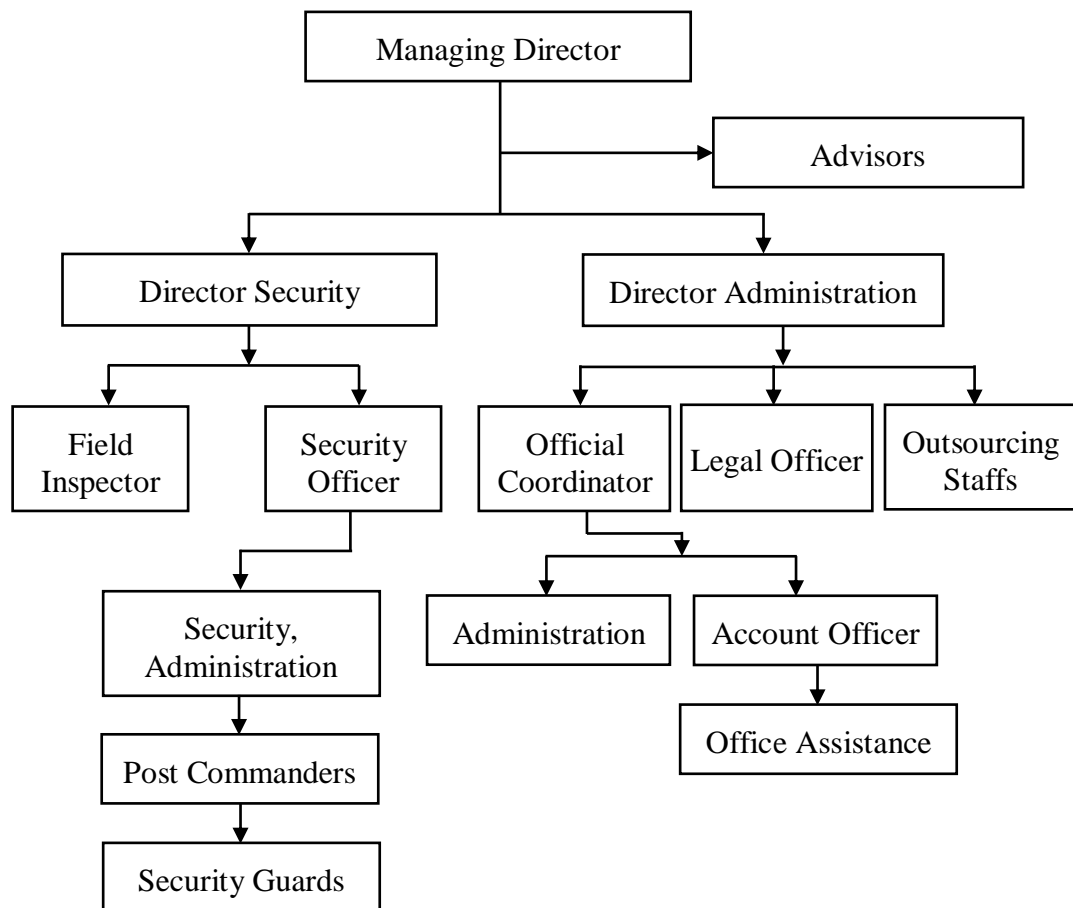
Shree Nawadurga Security Guard Supply Service (P.) Ltd. established in 2007 and based in Koteshwor, Kathmandu, is a manpower outsourcing company providing security personnel as well as drivers, conductors, technical staff and skilled and unskilled labor across various industries. The company primarily serves government offices, banks, NGOs and private sector clients. It lacks in-house training programs and advanced technology but ensures compliance with labor laws. With branch offices in Morang, Chitwan, and Kailali, it offers security services across Nepal while facing challenges in workforce stability and resource management.

The information provided by participant (P10), MD, Shree Nawadurga Security Guard Supply Service (P.) Ltd. regarding overview and history of company as a primary source which was obtained through discussion, he stated "It is a leading security company as well as manpower outsourcing, supply security personnel, drivers, conductors, technical manpower and other labour across various industries" (P10, 2081-09-21).

As the MD take pride in providing security personnel as well as drivers, technicians and labor across industries to meet clients' diverse needs in security and manpower services. So it not only provides security guard but also provides manpower in various field which means it works in multi sector services.

Figure 4.6

Organizational Structure of Shree Nawadurga Security



Source: Shree Nawadurga Security Guard Supply Service (P.) Ltd., 2081-09-21

Service Provided by Shree Nawadurga Security Guard Supply Service (P.) Ltd.

Shree Nawadurga Security Guard Supply Service (P.) Ltd. serves security guards on diverse range of clients including government and private organizations, NGOs, International Non-Governmental Organizations (INGOs) and financial institutions. The company has developed a solid reputation by providing security personnel to different clients.

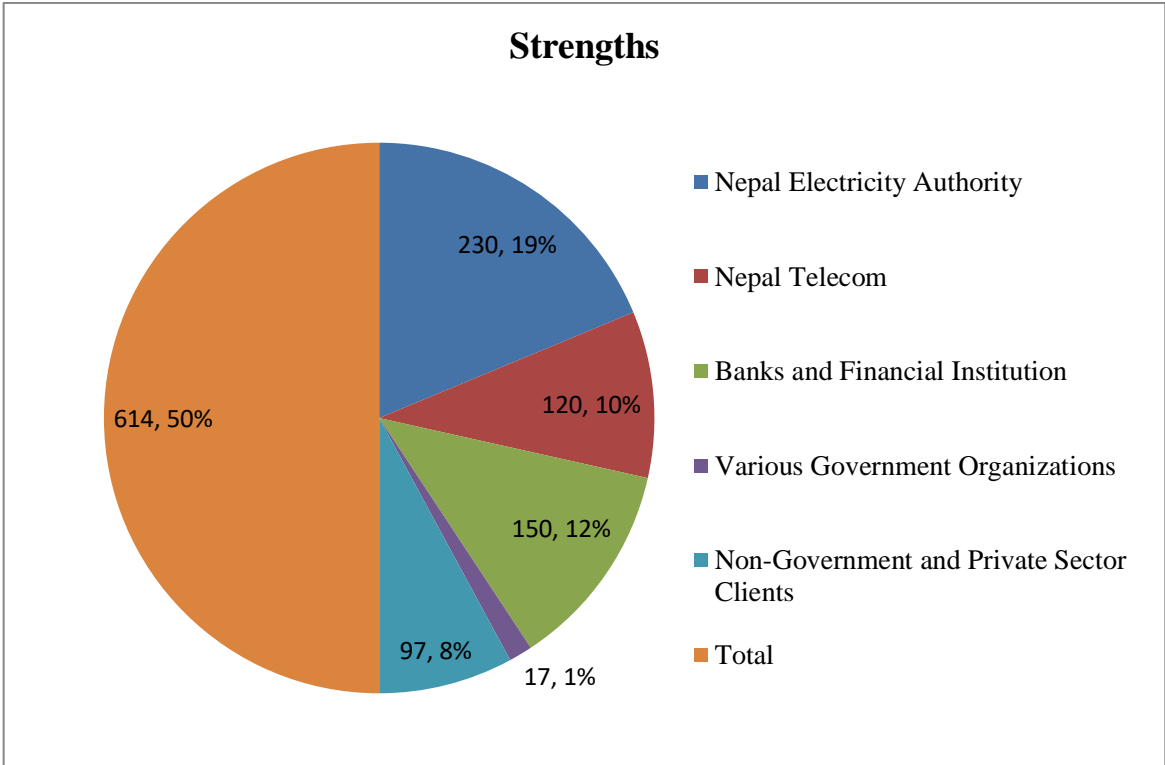
Shree Nawadurga Security Guard Supply Service (P.) Ltd. specialized in providing the outsourced manpower as one of the participant (P11), Director Security who stated :

Security guards are mainly retired security personnel or highly trained individuals skilled in maintaining safety and security. Apart from Security; drivers, conductors, technical manpower, skilled, semi-skilled and unskilled labour providing a range of labour services to meet diverse client requirement. We provide security services through contractual agreements with clients, primarily employing ex-security personnel as security guards. Our focus sectors include banks, industries, government offices, NGOs and private sector clients. (P11, 2081-09-21).

Shree Nawadurga Security primarily employs retired security personnel, providing skilled security services through contractual agreements. Alongside security, it supplies diverse manpower to meet workforce demands efficiently.

Figure 4.7

Clientele and Market Reach of Shree Nawadurga Security



Source: Shree Nawadurga Security Guard Supply Service (P.) Ltd., 2081-09-21

Figure 4.7 shows that Shree Nawadurga Security Guard Supply Service (P.) Ltd. provides security services to various sectors with highest number at Nepal Electricity Authority and lowest number in government offices while totaling 614 security personnel across different sectors on 2080/081.

Table 4.6*Yearly Joined and Resigned Strength of Shree Nawadurga Security*

Fiscal Year	Joined				Resigned			
	Male	Female	Ex- Security	Total	Male	Female	Ex- Security	Total
2078/079	422	21	55	498	188	12	22	222
2079/080	417	17	35	469	255	7	12	274
2080/081	548	22	44	614	270	12	17	299

Source: Shree Nawadurga Security Guard Supply Service (P.) Ltd., 2081-09-21

Table 4.6 reflects the recruitment and retention trends in Shree Nawadurga Security Guard Supply Service (P.) Ltd., a small-scale security company with limited investment. The yearly recruitment figures less than Garud Securities P. Ltd. which indicates a less number of security personnel as well as resignation numbers remain significant similar to to Garud which also indicates high turnover rate suggests challenges in job stability, salary structure and career growth opportunities. The company's reliance on experienced personnel and the observed gender imbalance further highlight areas requiring attention so company should consider strategies to attract and retain female employees to promote a more diverse and inclusive work environment.

Branches of Shree Nawadurga Security

Shree nawadurga Security Guard Supply Service Pvt. Ltd. locates its central office in Koteshwor-32, Kathmandu and branch offices across major locations in Nepal. It has established branch offices and contact offices in many placed out side of the Kathmandu Valley for providing security services across major the country.

According to Director Security, one of the Participant (P11) who stated that "it operates branches in prime locations, including Morang, Chitwan and Kailali, ensuring service accessibility. Additionally, it maintains contact offices in Rautahat, Kaski, Banke and Surkhet, expanding its reach across Nepal for effective security service delivery" (P11, 2081-09-21).

Table 4.7*Branches of Shree Nawadurga Security*

SN	Address	
	Province	District
1	Koshi	Biratnagar-04, Morang
2	Bagmati	Bharatpur-10 Chitwan
3	Sudurpaschim	Godawari-01, Attariya, Kailali

Source: Shree Nawadurga Security Guard Supply Service (P.) Ltd., 2081-09-21

Table 4.8*Additional Contact Offices of Shree Nawadurga Security*

SN	Address	
	Province	District
1	Madhesh	Chandrapur-06, Rautahat
2	Gandaki	Pokhara-06, Kaski
3	Lumbini	Nepalgunj-18, Banke
4	Karnali Province	Birendranagar-12, Surkhet

Source: Shree Nawadurga Security Guard Supply Service (P.) Ltd., 2081-09-21

Tables 4.7 and 4.8 show that Shree Nawadurga Security Guard Supply Service (P.) Ltd. has established branches in few district such as Morang, Chitwan and Kailali district, while maintaining additional contact offices in Rautahat, Kaski, Banke and Surkhet district. This distribution ensures service accessibility across Nepal but lack of strong presence in across the country due to constraints of financial resources.

Human Resource Management

Shree Nawadurga Security Guard Supply Service (P.) Ltd., as a low-investment security company follows a basic recruitment and workforce management approach. It does not conduct in-house training but hires ex-security personnel and civilian guards trained by other

security company. The company operates without dedicated training, operations or administration branches as all functions are overseen by the Director of Security. Due to limited investment, it lacks quality manpower resources, modern technology, communication tools, vehicles and international auditing systems restricting service quality and operational efficiency.

According to informal conversation with one of the participant (P11) as he stated regarding recruitment, training and workforce management that:

Shree Nawadurga Security Guard Supply Service (P.) Ltd. as a lower level of investment security company, follows a simplified approach to recruitment and workforce management. It does not conduct in-house training but hires ex-security personnel and civilian guards trained by other security firms. The Director security himself manages administrative, operational and personnel functions. But the company provides uniforms and ensures compliance with labor laws regarding wages and benefits. It lacks advanced equipment and technology, limiting its ability to enhance service quality and operational efficiency. (P11, 2081-09-21).

Shree Nawadurga Security recruits ex-security personnel and civilian guards lacking in-house training, limited technology and equipment restrict service quality and operational efficiency compared to larger scale investment security companies.

Regarding workforce management and service provide by Shree Nawadurga Security Guard Supply Service (P.) Ltd. to the different areas, among them one service receiver client Prime Bank Kamalpokhari, Kathmandu, the Branch Manager, participant (P16) stated :

Prime Bank satisfied with Shree Nawadurga Security Guard Supply Service (P.) Ltd. regarding providing security in workforce areas. Bank appreciates their hospitality, professionalism, discipline and customer-friendly approach. Their security services effectively meet our workforce safety needs. However we recommend further integration of modern security gadgets, enhanced security training, prepare for disaster risk, emergency responses, unarmed combat techniques and improved communication skills to strengthen overall service quality. (P16, 2081-11-4).

The Bank is satisfied with Shree Nawadurga Security's services appreciating their professionalism and customer-friendly approach. However, they suggest improving service quality by integrating modern security gadgets, enhancing training, prepare for any emergency incident such as disaster, improving communication and unarmed combat skills.

c) Key Differences in Management

Garud Securities P. Ltd. and Shree Nawadurga Security Guard Supply Service (P.) Ltd. are two prominent companies in the security services industry. Both security company offer security-related services, they differ significantly in their establishment on scale of investment which affects on recruitment, service offerings, workforce management, use of technology and certifications. Below are comparative analysis of these two companies.

Table 4.9

Management Differences of Two Security Company

Feature	Garud Securities	Shree Nawadurga Security
Establishment & history	It established in 2005, a leading private security company known for professional services and remarkable growth with 50 million authorized capital.	It established in 2007, a company in supplying security personnel and other labor with 5 million authorized capital
Recruitment and training	It has well recruitment process including physical requirements, educational qualifications, experience checks and offers various training like SBT, PDT, CUT, SST and refresher courses with drills for civilian and ex-security both.	It Simply recruits personnel often hiring ex-security personnel who have already security skills and civilians trained elsewhere due to limited in-house training.
Service	It provides comprehensive security services such as manned guarding, mobile patrols, cash transit, executive protection, event security, GPS tracking, risk management, business continuity planning, travel advisories and training.	It focuses primarily on providing manned security guards along with unskilled and apart from that provides cook, driver, mechanics, plumbers, electrician etc.
Customers	It has diverse sectors including financial institutions, diplomatic missions, UN offices, INGOs, NGOs, high-profile events, businesses, residences, personal residence, even security etc.	It primarily serves government organizations, banks, NGOs and private sector clients.

Workforce management	It emphasizes professional recruitment and training. It Offers career progression opportunities and competitive wages as well as monitors performance through patrols, site visits and client feedback. Control room monitors operational activities 24/7 and QRTs for emergency response.	It Simplifies workforce management, often manages directly by the owner or director. It has limited resources for advanced workforce management systems.
Operational strategies	It employs the PDCA cycle (Plan-Do-Check-Act) for efficient operations including site surveys, SOPs, proposals, contracts, guard selection, deployment, monitoring, feedback and continuous improvement.	It formalizes less operational strategies, likely relies on direct client interaction and experience-based management.
Use of Resources & Technology	It Utilizes advanced technology: GPS-tracked vehicles including EV, radio sets, breathalyzers, metal detectors, walk-through gates, mobile app for guards, CCTV monitoring control room, QRTs, GTS, GPS tracking for all activities, own repeater tower for radio set, complaint hotline, website.	It Limits use of advanced technology. It likely relies on basic communication tools and less sophisticated monitoring systems.
National and international certifications	It holds ISO 18788:2015, ANSI/ASIS PSC 1:2012 and ISO 9001:2015 certifications, as well as recognized with highest contributing in Social Security Fund.	It does not hold national and international certifications.

Source : Research Own

Two participant (P1, P2), stated on significant differences on variation of scale of investment by security companies. They both stated:

There are differences between larger investment and lower scale of investment of security companies which determines strengths of manpower and technology.

Government should monitor and evaluate the PSAs regardless level of scale of investment and they should be monitored and evaluated properly but government is unable to oversight them properly till now (P1, P2, 2081-09-23).

The scale of investment in security companies affects manpower, operational strategy and technology capabilities. Participants emphasized the need for government oversight of all PSAs, regardless of investment level but prominent challenges in proper monitoring and evaluation due to limited government capacity.

4.1.3 Factors Affecting in Management of PSAs

Several interconnected factors influence management of PSAs in Nepal. A key challenge is the lack of comprehensive legislation and effective regulatory oversight (Bhattarai et al., 2010; Pandey & Jha, 2023). Fragmented regulations, unclear training standards and limited enforcement capacity create inconsistencies in service quality and professionalism. This regulatory gap can foster unethical practices and erode public trust. The operational factors such as investment, legal framework, operational factors, coordination mechanism and efficient resource allocation significantly impact PSAs effectiveness.

One participant (KII3) from DAO, Kathmandu highlights regarding evaluating the management practices of larger and lower level of investment PSAs. He stated:

It is managed through different department such as company registrar office, Labour Department Office, Social Security Fund Office, Ward Office of Metropolitanity, Tax Office, DAO and different offices. Operational efficiency depends on how well a business uses its resources such as investment, technology and human resources to provide effective service to clients. So it plays a vital role on capital investment which affects most effective and less effective performance as well as robust workforce management (KII3., 2081-11-08).

One participant (P12) from Shree Nawadurga Security Guard Supply Service Pvt. Ltd. highlights on factors most influencing the effectiveness of PSAs management in Nepal as he stated that:

The effectiveness of management of PSAs in Nepal is influenced by several factors. Positive aspects such as investment, honesty, transparency, good credibility and high-performance security guards can enhance management. In another hand challenges include competition, trust issues, lack of proper training and insufficient coordination

between the private sector and government. There is also a lack of financial resources, regulation and monitoring frameworks, limited technology, high employee turnover and internal conflicts within companies. Likewise unclear government policies, market trends and job satisfaction further affect PSAs management (P12, 2081-09-21).

Effective management of PSAs in Nepal hinges on investment, integrity and skilled staff but faces challenges like competition, funding issues and regulatory gaps. Success requires strong resource use and government-private sector coordination.

a) Investment

Investment levels significantly influence the management capabilities of PSAs, particularly in human resource quality and technology adoption. Higher investment enables companies like Garud Security P. Ltd. to implement systematic recruitment processes, provide comprehensive training programs and offer competitive wages and career progression. This leads to a more professional and skilled workforce. In contrast, lower-investment agencies such as Shree Nawadurga Security Guard Supply Service (P.) Ltd. often lacks the resources which can limit the quality and consistency of their staff.

The disparities in investment also dictate the extent to which PSAs can adopt and utilize advanced technology. Companies with greater financial backing, like Garud Security P. Ltd. are able to invest in modern security technologies such as GPS tracking, advanced surveillance systems, comprehensive communication tools and security screening tools. These technological resources enhance operational efficiency, improve service delivery and enable better monitoring and response capabilities as well as it has separate branch of training center. In opposition, PSAs with limited investment such as Shree Nawadurga Security Guard Supply Service (P.) Ltd. typically operates with basic resources and limited technological infrastructure.

b) Legal/Regulatory Framework

A significant challenge facing PSAs in Nepal is the absence of a comprehensive legal framework specifically designed for the private security industry. There are some regulations existing but they are often fragmented and insufficient to address the unique complexities of the sector. This lack of clarity can lead to inconsistent application of rules, difficulty in enforcement and potential for exploitation. Limited oversight by regulatory bodies can increase

these issues, making it difficult to monitor compliance and hold PSAs accountable for their actions (Bhattarai et al., 2010).

This regulatory gap can create an environment where unethical practices may thrive, undermining the credibility and effectiveness of the entire private security sector. A strong legal framework for private security agencies should include clear procedures for licensing and registration, ensuring background checks and financial stability. It should set mandatory training standards covering legal issues, the use of force and human rights. Standardized operating guidelines should be in place for services like manned guarding and cash transit. A code of conduct should outline professionalism and ethics as well as a regulatory body should oversee, enforce regulations.

Five participant from different government law enforcement agencies agreed to come up same understanding regarding challenges face in regulating, monitoring and supervising private security agencies and measures should be taken to improve the accountability and professionalism of private security agencies in Nepal. They stated that :

There are significant challenges in regulating, monitoring and supervising PSAs in Nepal. They highlight issues such as the lack of proper laws, rules, regulations and absence of accurate data and statistics. Participants also pointed out that there is poor coordination between PSAs and regulatory bodies such as the DAO, Company Registrar Office, Labour Office etc are not effectively overseeing the sector. There is no separate or apex legal provision and body to regulate them so PSAs are being managed or regulated through instruction, direction and some time decision taken by ministry (2081-10-08).

The participants (FGD), members of District Security Committee also agreed in same understanding regarding challenges face in regulating, monitoring and supervising of PSAs. They stated that :

There is no robust monitoring mechanism and apex law to govern them and government agencies can not maintain record as well as compel to binding them under legal framework. But, we circulated the direction to PSAs for conducting service obeying existing act, rule and regulation, inform the activities to nearest local police unit and coordinating with security units as well as we are monitoring and instructed them not to use similar dress and insignia which is similar to regular security forces like Nepal Police and APF, Nepal (FGD, 2081-11-12)

The lack of a clear legal structure and regulatory oversight has led to weak enforcement in the private security sector and legal compliance remain unaddressed while District Security Committee has issued the security direction and attempted to control uniform similarities. A comprehensive law and stricter monitoring mechanisms are essential for effective governance. The picture of FGD conducted is mentioned in Appendix "H".

c) Operational Factors

Several operational factors significantly impact the management of PSAs. The operational efficiency is affected by resources which consist human, finances and technology. Training and development are key; proper training in security basics and specialized areas like disaster rescue drill, fire security drills, conflict resolution, customer service and emergency response is essential. Regular refresher courses help to keep skills updated. The wage and benefit structure plays a crucial role in attracting and retaining qualified personnel. Low wages often lead to high turnover as seen in both Garud and Shree Nawadurga security company which affects service quality. Effective resource allocation such as investment in technology and equipment is vital for security companies. Large PSAs like Garud uses advanced technology, while smaller agencies like Shree Nawadurga struggles due to financial limitations.

Ten participants from different government law enforcement agencies and PSAs administrations as well as two security guards agree to common understanding regarding responsibility for maintaining security in society that :

Providing security should be a shared responsibility between the government and PSAs. The government holds the primary responsibility of security though it can not provide security everywhere so collaboration with PSAs is necessary. Private security can act as a complementary force, supporting government efforts in controlling crime in business hub, industries as well as sensitive areas like disaster response and public safety. Effective coordination, including licensing, training and information sharing is essential especially in our context where government has limited resources so both should increase investment on their operational cost (2081-10-08).

d) Coordination Mechanism

Effective coordination between PSAs like Garud and Shree Nawadurga and government law enforcement agencies is crucial for maintaining security and order. A formal mechanism for information sharing is essential, allowing PSAs to report suspicious activities or incidents to

law enforcement promptly. This can involve dedicated communication channels, regular liaison meetings or integrated platforms for reporting and data exchange. Clear protocols should define the roles and responsibilities of each party, particularly in situations requiring joint action such as crime scenes or major security breaches.

Regular dialogue can facilitate the development of shared strategies for crime prevention and community safety. This collaborative approach can also help to address concerns about the conduct of private security personnel and ensure accountability. By working together effectively, PSAs and law enforcement agencies can complement each other's efforts and create a more secure environment.

Internal Coordination

Clear communication and coordination among different departments within the PSAs, such as operations, training and administration are essential for ensuring seamless service delivery. The PDCA cycle employed by Garud demonstrates a systematic planned approach to internal coordination.

One participant (P6) from Garud Securities P. Ltd, focused on coordination between different section for betterment of record keeping and effective performance who stated :

The company focuses on resource management, providing training, maintaining proper communication, coordinating schedules and tracking progress through regular reporting. Weekly meetings between operation, administration, training, finance departments and control room are held to discuss security incidents and performance issues within the security guard team. These discussions help identify areas where additional training is needed, ensuring the training program aligns with operational needs and addresses emerging security concerns (P6, 2081-09-24).

External Coordination

PSAs must also coordinate effectively with external stakeholders, including clients, law enforcement agencies and other relevant authorities. This is particularly important in situations involving emergencies or criminal activity. Establishing clear protocols for communication and information sharing can facilitate effective collaboration and improve response times. The 24/7 control room and QRTs maintained by Garud are examples of mechanisms for external coordination.

Eight participant from different government law enforcement agencies and PSAs administrations agreed that coordination should be needed between PSAs and government law enforcement agencies, they stated :

The participants agreed on the need for better coordination between PSAs and government agencies such as Company Registrar Office, Social Security Fund Office, Department of Labour and Occupational Safety Office, MoHA, DAO etc. They highlighted that the Office of the Company Registrar only handles company registration without ensuring compliance with protocols. Inspections and control are managed by the CDO offices. They emphasized the importance of coordination where auditing reports should be submitted to the Company Registrar and kept on the company's website, accessible through user credentials provided by the Registrar's office (2081-10-08).

Inter-Agency Coordination

Coordination among different PSAs can also be beneficial, particularly in large-scale events or security operations. Sharing information and best practices can enhance the overall effectiveness of the private security sector.

The participant (KII4), members of Association PSAs discussed in personal communication concerning about regulating, monitoring, supervising and challenges of PSAs, he stated :

The regulation of PSAs in Nepal requires a provision mandating that only ex-security personnel be eligible to operate these agencies as they possess the necessary managerial skills and experience but civilians are also running PSAs without clear guidelines on eligibility, creating inconsistencies. The ranks within PSAs are somewhat similar to those of government security forces and each agency follows different uniform styles and insignia. To ensure uniformity, the government should establish a central regulatory body that standardizes uniforms, ranks and operational guidelines. A dedicated government agency, such as Nepal Police or APF, Nepal should oversee PSAs, providing certified training programs with a well planned syllabus while maintaining a proper record of security personnel. The recruitment and resignation data should be recorded through an online system as well as for encouraging domestic production, security uniforms would also produced with in Nepal in promoting industrial growth and reduce trade deficits (KII4, 2081-10-25).

The regulation of PSAs in Nepal needs a clear eligibility provision, ensuring only ex-security personnel operate them. A central regulatory body should standardize uniforms, ranks and guidelines, while Nepal Police or APF, Nepal should oversee training, maintain online personnel records.

4.2 Discussions

The findings of this study provide a comprehensive understanding of the management of PSAs in Nepal. By analyzing primary data from Interviews, KIIs, FGD and observations as well as secondary data from legal documents and literature this study identifies critical factors affecting PSAs' operations. These factors include investment levels, regulatory gaps, workforce management, operational efficiency and coordination mechanisms. By triangulating findings with relevant literature, it provides deeper analysis of PSAs and its broader implications.

Addressing the research question, the findings from primary data such as interviews and focus group discussions and secondary data including legal documents and industry reports triangulated with literature review. The findings reveal a sector characterized by significant disparities in investment levels, leading to varied management practices, operational efficiencies and service quality. This analysis further explored the influence of fragmented legal frameworks, coordination gaps with government agencies and urgent need for standardization in industry enhancing professionalism and effectiveness of PSAs in Nepal.

4.2.1 Types and Status of Private Security Agencies in Nepal

The study reveals that Nepal's PSAs vary based on their investment levels, directly impacting their management, workforce quality and operational efficiency. Higher level of investment PSAs such as Garud Securities P. Ltd. ensure well planned training programs, modern security technologies and professional recruitment resulting in higher service quality. On the other hand, lower level of investment agencies like Shree Nawadurga Security Guard Supply Service (P.) Ltd. face financial constraints, lack in-house training, and struggle with operational management. Literature supports this finding as Shearing & Stenning (1981) and Bowles (2022) emphasize that financial resources significantly influence the professionalism, technological adoption and regulatory compliance of PSAs. These findings suggest that investment is a key factor in determining the overall effectiveness and reliability of security agencies in Nepal whereas Higher investment correlates with systematic management,

advanced technology and skilled workforce which leading to efficient performance and enhanced service reliability.

The research further highlights that despite Nepal having over 1,200 registered PSAs, a systematic regulatory framework is lacking, leading to inconsistencies in service delivery. While PSAs are required to register with government bodies such as the Company Registrar Office, DAO, Department of Labour and Social Security Fund, weak enforcement allows many to operate informally. Lower level of investment PSAs struggle with compliance, financial transparency and proper workforce management. Literature supports this concern as Abrahamsen & Williams (2010) and Ajayi & Ekore (2018) stress the importance of strong government oversight to ensure standardization and professionalism in the private security industry. They found that in Nigeria, PSAs with higher investment demonstrate better operational structures, workforce stability and regulatory adherence.

The study also finds that investment levels determine the technological capacity of PSAs. Larger agencies integrate advanced security technologies such as surveillance systems, GPS tracking and biometric access control, improving operational efficiency and monitoring. In contrast, lower-investment PSAs lack modern security tools, relying on outdated measures that weaken service reliability. Literature supports this finding as Bowles (2022) and Moreno (2021) highlight that incorporating modern security systems enhances service performance, accountability and competitiveness in the industry. To modernize Nepal's PSAs sector, the government could introduce tax incentives and financial support programs, encouraging security companies to invest in advanced security technologies and workforce development.

4.2.2 Levels of Investment differ Management of Private Security Agencies

A comparative analysis reveals from findings that level of investment significantly impacts the management, operational efficiency and service quality of PSAs in Nepal. Higher-investment PSAs like Garud Securities P. Ltd. ensure planned training, advanced technology and strict compliance. It operates 24/7 control rooms, security screening tools, QRTs and GPS-tracked vehicles for quick response. Security measures include breathalyzers, metal detectors, CCTV and nationwide radio system with online complaint system enhances service quality. Garud Securities meets international standards including ISO 18788:2015, ANSI/ASIS PSC-1:2012 and ISO 9001:2015, reflecting professionalism and regulatory adherence.

In contrast, lower-investment PSAs, such as Shree Nawadurga Security Guard Supply Service (P.) Ltd. face significant management challenges due to financial limitations. These agencies

often rely on ex-security personnel with minimal additional training, leading to inconsistencies in workforce preparedness and service delivery. Unlike high-investment PSAs, they lack modern technology, effective operational oversight and efficient workforce management. Without advanced security tools such as GPS tracking, surveillance systems or a dedicated control room, these agencies struggle with real-time monitoring and quick emergency response. The absence of standardized investment in employee training and career development results in high workforce turnover, impacting service reliability.

From a policy perspective, Nepal lacks a dedicated regulatory framework to address the varying management structures of PSAs as status of company differ according to Private Firm Registration Rules, 2034 and Industrial Enterprises Act, 2020 based on classified as per fixed capital and purpose of registration fee. Unlike India's Private Security Agencies (Regulation) Act, 2005, Nepal's legal provisions primarily focus on registration and labor laws without enforcing strict operational standards. This regulatory gap allows lower-investment PSAs to operate without proper compliance, weakening the industry's overall credibility. Institutional theory as highlighted by Guragain & Pokharel (2024) stresses the need for strong regulatory mechanisms to ensure efficiency, transparency and professionalism. Therefore, Nepal must introduce clear policies that classify PSAs based on investment levels, enforce regulatory oversight and mandate professional training programs.

4.2.3 Factors Influencing on Management

The management of PSAs in Nepal is influenced by several key factors including investment levels, legal frameworks, operational challenges and coordination mechanisms. Investment plays a crucial role as higher investment allows agencies to enhance workforce training, adopt advanced security technologies and maintain professional standards. Agencies with lower investment struggle with poor training, outdated security measures and weak operational management. Bowles (2022) highlights that financial resources directly impact the professionalism and efficiency of PSAs. To ensure sustainable growth, PSAs need market requirement investment policies that encourage skill development and technology integration.

Nepal's PSAs face challenges due to fragmented legal oversight. The absence of a central regulatory body has resulted in inconsistencies in labor policies, wage regulations and overall service quality. The literature emphasizes the need for well institutional governance, as noted by Guragain & Pokharel (2024) and Holmqvist (2005). Nepal can adopt best practices from India's Private Security Agencies (Regulation) Act, 2005, which enforces strict licensing,

background verification and training standards. Establishing a dedicated PSA management law in Nepal would improve service reliability, promote compliance and provide a stable regulatory framework to ensure professionalization of the industry. Strengthening legal provisions and investment structures is essential for ensuring PSAs contribute effectively to national security, labor welfare, and economic growth.

Furthermore, while PSAs must register with various government offices, including the Company Registrar Office, DAO and Department of Labour and Occupational Safety, weak inter-agency coordination has resulted in regulatory inconsistencies. Interviews with government officials reveal that many PSAs operate without timely renewal and enforcement mechanisms to ensure compliance are inadequate. This aligns with Pandey and Jha's (2023) argument that fragmented legal provisions have led to weak state oversight and limited professionalization of Nepal's private security industry. A dedicated regulatory authority, as suggested by FGD participants, would help standardize PSAs' operations and improve legal adherence.

4.2.4 Coordination with Government Agencies and Law Enforcement

The study found that PSAs and law enforcement agencies lack a formal coordination mechanism, leading to inefficiencies in information sharing and security management. While the Ministry of Home Affairs (MoHA) and DAO oversee regulatory provisions, PSAs often operate with minimal oversight. Interviews with DAO officials indicate that investment levels significantly impact credibility, professionalism and regulatory compliance.

Participants from FGDs and KIIs suggested that PSAs should have a systematized coordination mechanism with Nepal Police and APF, Nepal. This recommendation aligns with Anicent (2014), who found that in Kenya, weak cooperation between PSAs and law enforcement reduced the effectiveness of community policing efforts. Improving coordination through joint training programs, information-sharing systems and standardized licensing procedures would enhance PSAs' role in national security.

4.2.5 Standardization and Policy Recommendations

The study highlights the need for standardization in Nepal's PSAs industry. Currently, different PSAs follow varied uniform styles, insignia and ranking structures, leading to inconsistencies. Participants in the study emphasized the importance of having a government-mandated uniform policy to distinguish PSAs from government security forces. A central

regulatory body should be established to ensure uniformity in licensing, training and operational standards.

Furthermore, the study suggests that PSAs should be categorized based on investment levels and operational capacity. This would enable better monitoring and evaluation mechanisms to ensure compliance with legal and labor regulations. Reinforcing training programs on Rules of Engagement (ROE), human rights, and crisis management would enhance PSAs' professionalism and accountability.

The discussion of findings indicates that the management of PSAs in Nepal is influenced by investment capacity, regulatory frameworks, workforce stability, technology adoption and coordination with law enforcement agencies. The study finds that highly investment PSAs demonstrate organized management practices, while lower level of investment PSAs struggle with operational inefficiencies. Addressing these challenges requires a comprehensive legal framework, improved inter-agency coordination, investment in training and technology and stricter enforcement of labor and social security laws. By implementing these reforms, Nepal can enhance the professionalism, accountability and overall effectiveness of its private security sector ensuring that PSAs contribute effectively to national security and public safety. Thus, Nepal's PSAs are relevant but require robust management and legal regulation to optimize their contribution to national security and public safety.

CHAPTER V

SUMMARY AND CONCLUSION

This chapter presents the key results of the study on the management of PSAs in Nepal. It highlights the role of investment, legal gaps, workforce management and coordination with government agencies with conducting through qualitative research methods including interviews, field observations and secondary data analysis. It requires urgent reforms, strengthened legal frameworks, improved workforce standards and better integration with national security mechanisms to enhance professionalism, accountability and overall effectiveness.

5.1 Summary

The PSAs in Nepal have emerged as essential players in safeguarding businesses, residential areas, diplomatic missions and NGOs. However, the sector faces challenges due to weak legal frameworks, inconsistent regulatory enforcement and varying levels of investment. This study examines the impact of investment scale on PSAs management, comparing two agencies: Garud Securities Pvt. Ltd. taking as a high-investment PSA and Shree Nawadurga Security Guard Supply Service (P.) Ltd. taking as a low-investment PSA. The research highlights how investment levels influence operational efficiency, workforce management, adoption of technology and security service quality.

This study explores the types, operational practices and efficiency of PSAs in Nepal with a focus on investment-driven management differences. It aims to identify key factors affecting their performance on the basis of investment level. The findings offer insights into improving accountability, compliance and overall management in the private security sector. A qualitative research approach combining exploratory and descriptive methods was adopted using primary and secondary data. Primary data were collected through interviews with government officials, PSAs stakeholders, security personnel and service receiver while secondary data were drawn from articles, books, legal frameworks and government reports. Field visits in Kathmandu focused on the concerned government offices and corporate offices of Garud and Shree Nawadurga Security to understand how investment scale impacts operational efficiency.

The study identified five key factors affecting PSAs management. First, investment scale significantly influences regulatory compliance and financial stability. High-investment PSAs, like Garud Securities Pvt. Ltd. contributes to the Social Security Fund and adhere to labor

laws, record keeping systems, welfare programs whereas low-investment PSAs like Shree Nawadurga Security Guard Supply Service (P.) Ltd. struggles with financial sustainability so it also focuses on secondary services. Among the 1,254 registered PSAs in Nepal, only 400 actively contribute to Social Security Fund, reflecting a lack of enforcement and financial planning within the sector.

Second, operational efficiency is directly linked to investment levels. Garud Securities Pvt. Ltd. with its substantial investment, utilizes advanced security technology, systematic training and a strong management hierarchy, ensuring high service quality. It has dedicated departments for training, operations, finance and logistics, improving overall performance. In contrast, Shree Nawadurga Security Guard Supply Service (P.) Ltd. with limited resources, faces operational struggles, reduced training opportunities and weaker security services, affecting its credibility and reliability in the market.

Third, Nepal lacks a clear legal framework for PSAs. Existing regulations are flexible, leading to weak compliance and enforcement. Without standardized licensing, training guidelines or monitoring mechanisms, inconsistencies arise. Government agencies face difficulties maintaining accurate records, further complicating regulatory oversight and reducing professionalism in the security industry. High-investment PSAs tend to comply with existing rules but poor legal enforcement allows smaller agencies to operate informally.

Fourth, workforce management and service reliability are highly dependent on investment levels. High-investment PSAs can afford skilled human resources, competitive salaries, organized employment policies and career development programs, leading to lower employee turnover and improved service quality. Garud Securities Pvt. Ltd. retains a well-trained workforce through planned recruitment, training, and incentives. On the other hand, low-investment PSAs face high employee turnover, inadequate training, and lower wages, resulting in instability and reduced efficiency in maintaining professional security services.

Finally, coordination with government agencies remains weak. Limited information-sharing systems and the absence of joint training programs reduce the effectiveness of PSAs in supporting national security efforts. High-investment PSAs have better collaboration with government bodies due to their systematic management and financial stability. However, low-investment PSAs lack the resources and regulatory support to build such coordination, limiting their role in emergency response and law enforcement cooperation.

This study underscores the critical role of investment scale and legal frameworks in shaping PSAs management in Nepal. Higher investment correlates with planned operations, skilled personnel, regulatory compliance and technological advancements, leading to superior service quality. In contrast, low-investment struggles with financial instability, weak legal adherence and operational inefficiencies. Strengthening Nepal's private security regulations, enforcing stricter licensing requirements and encouraging standardized investments will enhance professionalism, accountability and service reliability in the private security industry.

5.2 Conclusion

The management of PSAs in Nepal plays a vital role in the country's security framework, supplementing public law enforcement in protecting businesses, residences and institutions. This study has examined PSAs structures, operational strategies and management challenges revealing that investment scale and legal frameworks significantly impact efficiency. While Nepal's PSAs are growing rapidly, weak regulatory oversight and fragmented legal provisions have led to inconsistencies in licensing, workforce management and service delivery. The absence of well defined guidelines and proper enforcement mechanisms hinders professionalism and accountability across the sector.

The findings confirm that investment levels are a decisive factor in determining PSAs management effectiveness. High-investment agencies like Garud Securities Pvt. Ltd. demonstrate planned management, integrating skilled human resources, advanced workforce policies, dedicated operational departments, and modern security technologies. These agencies comply with financial and social security regulations, ensuring stability and service reliability. In contrast, lower-investment PSAs such as Shree Nawadurga Security Guard Supply Service (P.) Ltd. struggle with financial limitations, resulting in loose management, poor employee retention and weak adherence to legal standards. The research aligns with literature emphasizing that proper investment directly influences PSAs professionalism, workforce efficiency and regulatory compliance.

A major distinction between high and low-investment PSAs is their ability to allocate resources towards workforce development, operational improvements and technology adoption. Agencies with higher capital investment establish systematic management, hiring skilled personnel and maintaining dedicated units for training, operations, finance and logistics. This well define approach enhances service reliability, incident response capabilities and operational efficiency. The opposite, lower-investment PSAs often lack training programs,

modern surveillance tools and efficient workforce management, leading to operational inefficiencies and inconsistent service quality. This disparity is further worsened by weak government enforcement, allowing smaller agencies to operate informally without meeting professional standards.

Legal frameworks also play a crucial role in PSA management. Nepal lacks a dedicated regulatory body to oversee PSAs, resulting in weak labor compliance and inconsistent service quality. While PSAs must register with various government bodies, enforcement mechanisms are inadequate, allowing many agencies to function without proper oversight. Compared to India's Private Security Agencies (Regulation) Act, 2005, Nepal's regulations lack specific operational standards, background verification procedures and systematic licensing requirements. The absence of strict legal provisions allows lower-investment PSAs to bypass regulatory obligations, further weakening industry professionalism. Establishing a comprehensive PSAs management law with clear investment-based classification and compliance mechanisms is essential for ensuring efficiency and service standardization.

Coordination and collaboration with law enforcement and government agencies remain significant challenges in PSA management. High-investment PSAs engage in coordinated collaboration and cooperation with security forces, adhering to legal requirements and participating in joint security initiatives. In contrast, lower-investment PSAs struggle with inter-agency coordination due to limited financial and operational capacity. Weak information-sharing systems, a lack of standardized training programs and poor engagement with national security agencies reduce the effectiveness of private security services. Implementing a formal collaboration mechanism between PSAs and law enforcement agencies would enhance regulatory compliance, improve service efficiency and strengthen Nepal's overall security framework.

This study aligns closely with the RBV Theory (Barney, 1991) which highlights how a firm's competitive advantage stems from its resource investment including financial capital, skilled personnel and technology. The findings indicate that high-investment PSAs achieve superior operational efficiency and service quality by leveraging these resources while lower-investment agencies struggle with regulatory compliance, workforce management and service reliability. The study connects with Agency Theory (Jensen & Meckling, 1976), demonstrating how investment in governance structures, compliance and human resources minimizes agency costs and enhances operational efficiency. The weak regulatory enforcement intensifies agency problems allowing to bypass legal requirements, reducing accountability and professionalism.

Similarly, the study aligns with Institutional Theory (Guragain & Pokharel, 2024), focuses on Nepal's fragmented regulatory framework hinders the formal integration of PSAs into the broader security apparatus. The lack of a dedicated regulatory body and enforcement mechanisms results in inconsistent service quality and labor compliance issues. The regulation of PSAs in Nepal requires urgent reforms to ensure professionalism, accountability and alignment with national security interests. A clear provision should mandate that only individuals with prior security experience operate PSAs specifying the eligible ranks and managerial capacity needed.

The classification of authorized capital should be revised with more investment intervals and a clear guideline on workforce strength should be established. Uniforms, ranks and insignia of security personnel should be standardized to prevent confusion with government security forces while maintaining company-specific logos. PSAs should also be required to maintain an online record of employee recruitment and resignations for government monitoring. Through the lens of national security, PSAs represent a significant informal security sector in Nepal if they operate against national interests, engage in unlawful activities or contribute to conflicts, they could pose serious threats to national security therefore it is essential to establish a dedicated regulatory body and enact a comprehensive legal framework to ensure proper oversight, regulation and accountability of PSAs.

The management of PSAs in Nepal is at a crucial stage, requiring urgent reforms to address regulatory gaps, operational inefficiencies and weak coordination with government agencies. Strengthening legal frameworks, enforcing compliance, improving workforce standards and integrating modern security technologies are essential steps. With proper oversight and strategic reforms, PSAs can enhance professionalism, contribute effectively to national security and support law enforcement in maintaining stability across Nepal.

5.3 Further Research

The management of PSAs in Nepal faces many challenges, mainly due to differences in investment levels. These differences affect human resource management, operational efficiency and the use of technology. High-investment PSAs have well-organized management, skilled staff and advanced technology while lower-investment agencies struggle with compliance, operational problems and poor workforce management. Weak regulations framework and poor coordination with law enforcement agencies further slow down the

industry's growth. This study provides a foundation by examining how investment impacts PSA management and the challenges caused by weak regulations and poor enforcement.

Areas for Further Research

There are still several areas that need further exploration to provide a more comprehensive understanding and to develop more effective strategies for the management of PSAs in Nepal which are as of :

- a) The role of PSAs in national security, emergency response and disaster management.
- b) The impact of unregistered and informal security providers.
- c) Other factors affecting PSAs management besides investment.
- d) How cultural and economic factors influence private security industry regulations in Nepal.

Appendix "A"**(Referred to Page No. 23)****Questions for Government Official**

Namaste !

I am Amar Bahadur Khatri, studying Masters in Security, Development and Peace Studies in Armed Police Force Command and staff College, Sanogaucharan, Kathmandu Nepal, affiliated by Tribhuvan University. I am conducting an academic research on “Management of Private Security Agencies in Nepal” for requirement in 9th APF Command and Staff Course. Your responses will be kept strictly confidential, this is for research purpose only. I would like to request for contribution on this subject matter.

Institution Name :

Name :

Designation :

Age :

Contact No :

1. How do private security agencies coordinate with law enforcement agencies in Nepal ?
2. In your opinion, should the responsibility for maintaining security lie solely with the government, or should private security agencies also be involved ?
3. What role do you think private security agencies can play in complementing the efforts of government security forces in maintaining law and order ?
4. What steps is the government taking to ensure gender equality and respect for human rights within private security agencies ?
5. What challenges does the government face in regulating, monitoring, and supervising private security agencies ?
6. What measures should be taken to improve the accountability and professionalism of private security agencies in Nepal ?
7. Anything more.

Appendix "B"**(Referred to Page No. 23)****Questions for Key Informant Interviews**

Namaste !

I am Amar Bahadur Khatri, studying Masters in Security, Development and Peace Studies in Armed Police Force Command and staff College, Sanogaucharan, Kathmandu Nepal, affiliated by Tribhuvan University. I am conducting an academic research on “Management of Private Security Agencies in Nepal” for requirement in 9th APF Command and Staff Course. Your responses will be kept strictly confidential, this is for research purpose only. I would like to request for contribution on this subject matter.

Institution Name :

Name :

Designation :

Age :

Contact No :

1. How do private security agencies coordinate with law enforcement agencies in Nepal ?
2. How many private security agencies are registered and currently operating in Nepal?
3. In your opinion, should the responsibility for maintaining security lie solely with the government, or should private security agencies also be involved ?
4. What challenges does the government face in regulating, monitoring, and supervising private security agencies ?
5. What measures should be taken to improve the accountability and professionalism of private security agencies in Nepal ?
6. Anything more ?

Appendix "C"**(Referred to Page No. 23)****Questions for Focus Group Discussion**

Namaste !

I am Amar Bahadur Khatri, studying Masters in Security, Development and Peace Studies in Armed Police Force Command and staff College, Sanogaucharan, Kathmandu Nepal, affiliated by Tribhuvan University. I am conducting an academic research on “Management of Private Security Agencies in Nepal” for requirement in 9th APF Command and Staff Course. Your responses will be kept strictly confidential, this is for research purpose only. I would like to request for contribution on this subject matter.

Institution Name :

Name :

Designation :

Age :

Contact No :

1. How do private security agencies coordinate with local law enforcement agencies ?
2. What are the main challenges or issues you have observed in the operations of private security agencies ?
3. Do you think private security agencies can perform as effectively as government security forces ?
4. How should the government and private sector collaborate to enhance the overall quality and accountability of private security services ?
5. What challenges does the government face in regulating, monitoring, and supervising private security agencies ?
6. What measures should be taken to regulate and improve the accountability and professionalism of private security agencies in Nepal ?

Appendix "D"**(Referred to Page No. 23)****Questions for Private Security Agencies**

Namaste !

I am Amar Bahadur Khatri, studying Masters in Security, Development and Peace Studies in Armed Police Force Command and staff College, Sanogaucharan, Kathmandu Nepal, affiliated by Tribhuvan University. I am conducting an academic research on “Management of Private Security Agencies in Nepal” for requirement in 9th APF Command and Staff Course. Your responses will be kept strictly confidential, this is for research purpose only. I would like to request for contribution on this subject matter.

Institution Name :

Name :

Designation :

Age :

Contact No :

1. When was your company established ?
2. How do you allocate personnel and resources to meet the diverse needs of clients ?
3. What systems are in place to monitor and evaluate the performance of deployed security guards ?
4. How do you handle emergency situations or client complaints ?
5. What challenges do you face in maintaining operational efficiency ?
6. How do you integrate technology and modern tools to improve operational effectiveness ?
7. How does the agency handle security protocols for risk assessment and mitigation ?
8. In your opinion, should the responsibility for maintaining security lie solely with the government or should private security agencies also be involved ?
9. What are the main regulatory challenges your agency faces, and what changes would you recommend to improve the regulatory framework ?

Appendix "E"

(Referred to Page No. 43)

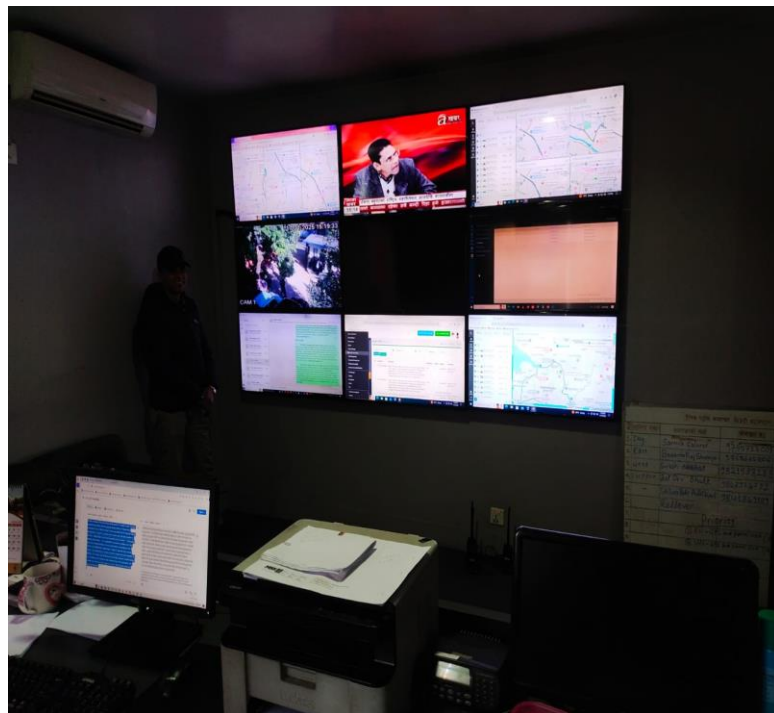
Training Given to Security Guard



Appendix "F"

(Referred to Page No. 45)

Monitoring the Situation by Control Room



Appendix "G"

(Referred to Page No. 46)

Guard Touring System Installed at Client Sites



Appendix "H"

(Referred to Page No. 58)

Focused Group Discussion Conducted in District Administration Office, Kathmandu



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