

# A New Era of Security Services and Emergency Response



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# Company Profile

XFOR is a British International Company with headquarters in the UK and has been in operation for over a decade. The XFOR Group was co-founded in 2004 by Gary Lincoln-Hope, an ex-parachute regiment captain, and Steven Gillespie, senior non-commissioned officer of the Parachute Regiment.

Initially, the company specialized in Surveillance and Intelligence Acquisition, offering Private Investigation services to the corporate and public sector. Over the last eight years, the company has grown in strength to deliver close protection and security services alongside its special private investigation and Government support services divisions.

In December 2011, XFOR expanded its market to Kenya, a country of significant opportunities. XFOR has seen a remarkable growth and it currently boasts a workforce of over 600 guards.



XFOR is currently Kenya's most rapidly expanding and successful Security Solutions Company, widely known for delivering the highest standard of guarding in Kenya. XFOR has also become the most sought after employer in the industry due to its extensive training, development and employee welfare schemes.

All managers are recruited from the Police Service and the military Special Forces, or have demonstrated a minimum of 5 years first class service in the Commercial Sector. This is to ensure that XFOR has leadership and management qualities that are quite simply unrivalled in the security industry.

Recognized as a market leader and constantly striving to deliver innovative, pioneering and intelligent security solutions, XFOR Group has revolutionized the industry and sets the standard in the provision of private security. This contribution has been widely recognized and the company has been awarded the following accreditations:



## OUR COMPANY

With years of experience in the global security and investigative industry, XFOR Security Solutions (Kenya) Ltd gives companies and institutions the advantage they need to protect their assets and conduct business with confidence.

## OUR MISSION

Our mission is to build robust and lasting client relationships based on trust, offering superior customer service, innovation and commitment whilst demonstrating operational excellence in our field of expertise by focusing on our client's priorities.

## OUR STRATEGY

Our strategy for delivering on our mission is centered on our unique ability to combine the operational expertise of former British Military resources with the cultural knowledge and tactical abilities of former Kenyan Military employees. By bringing diverse experiences together, XFOR Kenya matches practical strategic expertise with an insight into the specific requirements of Kenyan organisations



# Meet the Directors



**Gary Lincoln - Hope, CEO**

Gary's professional career commenced as he completed training at the Royal Military Academy Sandhurst, culminating in the presentation of the executive 'Sword of Honor', awarded to the best Officer Cadet from over 250 on his course. He commissioned into the parachute regiment before undertaking operational duties across the globe, with extensive active duty in the Middle East and Africa. Gary's decade of service included working very closely with the Kenyan Armed Forces.



**Richelle Hall, Strategic Planning Director**

Richelle has earned a Diploma in Criminology and a Bachelors Degree in Business Administration from Canada. She is currently completing level 5 of 5 of her Professional CGA Designation. She has six years experience working with troubled adolescence and another six years experience as management in the corporate financial sector.



**Steven Gillespie, COO**

Steven achieved Distinction-class grades on all promotion courses. Today, he is widely regarded as in the top 5% of all non-commissioned officers in the British Army. Steven's role is pivotal to the operational success of XFOR. Responsible for all deployment, support, and sustainability planning, Steven's extensive security operations experience ensures all predefined Service Legal Agreements are delivered.



**Byron Adera, Special Projects Director**

Byron's professional career began in 2006 after completing military training at Kenya Army Cadet Academy. He graduated with a Diploma and a distinction in Military Science, and was presented the Presidential Parchment upon commissioning. Byron then joined the parachute regiment in October 2006. He contributed in operational deployments in the parachute regiment and later posed as a pioneer in the Kenyan Special Forces. In early 2012, Byron left the army in order to pursue a career with XFOR Security Solutions.



**Aaron Kitchener, Communications Director**

Aaron is a well-established member of XFOR Kenya. After completing college in computers, Aaron retained a part time job as a door supervisor and decided to make a career in the private security industry. Aaron established himself in many areas of the security sector from man guarding, cash and valuables in transit, holiday resort security and executive protection. Aaron started with XFOR UK as a team leader at a local Government site and was quickly promoted to Group Operations Director.



**Ali Dungarwalla, Operations Director**

Ali Dungarwalla was born and raised in Mombasa, Kenya. In 1997, he moved to Chicago to pursue a childhood dream in Automotive Technology. During his studies he joined the College Police Department where realizing his enjoyment in helping people and serving the public, he furthered his career and went on to become a State Certified Police Officer. During his 10 year tenure, he received extensive training in Emergency / Crisis Management, Evidence Preservation, among other skills. He has recently returned to Mombasa and brings a wealth of experience to XFOR.

# Meet the Staff



**Lenus Mwakio**  
Human Resources Manager



**Daniel Amolo**  
Operations Commander



**Ben Oloo**  
A Squadron Operations Manager



**Douglas Omondi**  
B Squadron Operations Manager



**Durant Omondi**  
C Squadron Operations Manager



**Francis Barasa**  
D Squadron Operations Manager



**Simon Muchoyah**  
E Squadron Operations Manager



**Felix Ogola**  
F Squadron Operations Manager



**Isaac Mayaka**  
H Squadron Operations Manager



**John Mbori**  
Operations Manager



**Evans Oduor**  
E.M.S. Paramedic Commander



**Samuel Ombega**  
Supplies Clerk



**Gladys Lumbo**  
Operation Room Supervisor



**Caroline Maghanga**  
HQ Administrator



**Rachel Wanyonyi**  
Marketing Manager



# Our Services

Our services are tailored to suit the specific needs of our Clients. They are divided across four major categories.

## + Protection

- Security Guards
- Canine Unit
- Secure Courier
- Emergency Response Team
- Mobile Security Patrols

## + Emergency Medical Services

- Emergency Medical Services Vehicle (EMRv)
- Emergency Medical Response Team (EMRt)
- Special Operations

## + Investigations

- Internal Theft
- Corporate Fraud
- Anti-Corruption
- Undercover Operations
- Risk Management
- Matrimonial
- Maritime Security

## + Training

- Security Officer Training
- Counter Terrorism
- Fraud and Loss Prevention

## Protection

*Protecting your premises, your employees and yourself*

### SECURITY GUARDS

We offer a professional security presence to keep your location safe for the dual purpose of dissuading those who intend to trespass on your premises and controlling access to your business' physical location.

### MARITIME SECURITY

Drawing on more than a decade of UK and Kenyan Special forces logistics experience, XFOR can deploy specialist maritime security teams to any port in Africa. We offer invaluable rapid reaction capabilities and secure passage of transit. All our guards are highly trained and skilled as PFSO's (Port Facility Security Officers).



### CANINE UNIT

We can provide trained and highly obedient guard dogs that are partnered with experienced handlers to patrol your site routinely.

### SECURE COURIER

From confidential data to costly equipment, we courier any objects that need physical transfer from one location to another in our secure, GPS tracked vans.

# Our Services

## EMERGENCY RESPONSE TEAM

XFOR Security Solutions KE has constituted an Emergency Response Team (ERT) that is positioned in strategic locations with the technical capability and tactical capacity to respond quickly and efficiently to emergencies.

The need to exploit intelligence led operations beyond the confines of our clients' premises and physical borders of normal areas of responsibility (AORs) reinforces the need to have a team with the freedom to investigate and speedup the process of actionable intelligence building.

The response team is rigorously selected, well equipped and superbly trained in high-end specialties including physical and electronic surveillance, intelligence gathering, first aid and advanced medical training.

They enjoy a warm and confidential relationship with the police and other intelligence and security agencies. This is in line with XFOR's mission to relentlessly provide high end and superior services at all times. Emergency response is key in this equation.

## Emergency Medical Services

*Emergency medical response of the highest standard.*



A new service from XFOR, Emergency Medical Services (EMS) equips you with instant medical response to your business or individual location.

Our medical response teams are trained to the highest possible standard, with proven experience in the complex landscape of a medical emergency.

We also leverage the latest technology to help our medics deliver lifesaving primary care as quickly and efficiently as possible.

## EMERGENCY MEDICAL RESPONSE VEHICLE (EMRV)

A successful emergency medical response needs to be able to get to your location as quickly as possible. Our road-tested ambulances are equipped with cutting-edge global positioning system (GPS) technology, enabling our teams to reach you without directions.

On arrival, our teams have access to a wealth of medical equipment on-board the vehicle. This includes nursing equipment to manage minor injuries, as well as more advanced technology for the preservation of life until more substantial secondary care can be given.



## EMERGENCY MEDICAL RESPONSE TEAM (EMRT)

Equipment is only as good as the team that uses it. Luckily, our emergency response team is the best. Overseen by an ex-SAS medic, each individual medical response unit includes:

- ▶ A Senior Emergency Medical Technician (SEMT)
- ▶ Paramedics
- ▶ Nurses
- ▶ Driver

## SPECIAL OPERATIONS

For worst-case scenarios, our emergency medical services can be scaled to meet the demands of a terrorist attack, offshore incident, or major road traffic accident. We can also call on the security functions of the XFOR group for additional support.

## ACCESS CONTROL

At XFOR, we use modern technology to restrict and monitor access to your premises. Every access control unit that we provide can be connected to an independent power supply outlet and comes complete with a battery backup should your main power source fail.

## PERIMETER PROTECTION

Using the latest technology, XFOR Security can supply and install a reliable perimeter protection system



# Our Services

designed to alert security staff whenever your perimeter is crossed.

## CCTV INSTALLATIONS AND MONITORING

We supply wireless visual monitoring to protect your place of business, designed specifically to suit your location and requirements.

## ALARM INSTALLATIONS AND MONITORING

XFOR Security currently offers a wide range of alarm systems, including high-visibility alarms to dissuade and deter criminal activity, or silent alarms that can go largely undetected while alerting the owner, our response teams and the police.



## CLOSE PROTECTION

Security goes beyond the 'collectivist perspective' and there is a significant need to offer close and personal security to individuals. Known as 'high value targets', some individuals are under constant threat due to their standing in society.

Our team of former Kenyan and British military personnel offers personal protection services for routine movement or specific events and appearances.

Close Protection is a dynamic, ever-changing field and our superbly trained and equipped operatives constantly hone their skills and modus operandi to combat the very latest threats aimed at disturbing the security of high value targets.

## SECURE TRAVEL SERVICES

Whether you are travelling for business or for pleasure, our secure travel team can start preparing for your trip before you depart, briefing travel companies and hotels on your security requirements.

## FRONT OFFICE SECURITY

We endeavor to maximize customer satisfaction by providing efficient guest contact staff that have undergone training on security to address the day-to-day needs of the hotel guests.

Our Security Officers have a minimum of 3 years of experience in front desk / office or administration in the hospitality industries.

## Investigations

*Discreet Investigations & Evidence Gathering Services*



## INTERNAL THEFT

Using a combination of human intelligence and technical surveillance techniques, we provide comprehensive internal theft investigations to identify those responsible and, where possible, to gather the evidence you require for a successful prosecution.

## CORPORATE FRAUD

Using investigatory techniques developed for use in the military and intelligence services, XFOR Security can quickly and accurately spot the signs of corruption and work to identify those responsible.

## ANTI-CORRUPTION

Using investigatory techniques developed for use in the military and intelligence services, XFOR Security can quickly and accurately spot the signs of corruption and work to identify those responsible.

## UNDERCOVER OPERATIONS

There are many instances that may call for undercover operations, some of which are short term and some of which require a longer period of monitoring. Most commonly, we send anonymous employees into a business due to security breaches, employee misconduct or internal theft.



# Our Services

## RISK MANAGEMENT

We offer expert analysis for informed decision-making and investment. Drawing on years of experience in both global security and Kenyan security specifically, we provide organizations with the intelligence they need to make the right choices in investment or overall strategy.

## MATRIMONIAL

With the requisite knowledge and a deep understanding of human behavior, we are able to identify suspicious activities in a relationship setting and effectively gain evidence for our clients to act upon.

We utilize the traditional forms of photo and video surveillance to follow partners suspected of cheating and gain clear and substantial evidence of those illicit activities. We also employ state of the art technology to record telephone conversations, intercept or read deleted text messages, read e-mails, covertly video inside properties and monitor vehicle movements.

## Training

*Comprehensive Security Training from Military Professionals.*



Whether you are a new recruit to XFOR or a company looking to train its staff to improve security, we can offer an intense process that is tailored to your requirements.

Read on to find out more about our training regime.

## SECURITY OFFICER TRAINING

We train every one of our new recruits to XFOR British Military Security standards.

Following extensive background and suitability checks, our new recruits attend our intensive Security Officer Academy for their initial course of training, building up an inter-discipline understanding of the security industry and, more specifically, security in Kenya.



## COUNTER TERRORISM























































































XFOR puts years of Kenyan and British military intelligence to work in monitoring and assessing the current threat climate.

We can provide Kenyan businesses with a detailed assessment of their current counter-terrorism precautions, procedures and equipment, working closely with the Kenyan Bomb Disposal Unit and Anti-Terrorist Department.

## FRAUD AND LOSS PREVENTION

XFOR has taken the lead to counter vices such as Internal Theft & Fraud with specialist services. This is of great significance to all kinds of institutions, organizations and companies that seek to curb the theft and fraud that inhibits growth and profitability.

# Client Profiles

Company Profile	Start Date	Location	Facility Type	Nature of Risks
African Marine and General Engineering Co. Ltd	June 2012	Mombasa	 Port Facility	      
Chaka Place	June 2012	Hurlingham, Nairobi	 Commerical	      
Devki Steel Industries Ltd	April 2012	Athi River & Ruiru, Nairobi	 Factory	     
Enashipai Resort and Spa	July 2012	Naivasha	 Hotel	       
Orbit Chemical Industries Ltd	January 2012	Athi River, Nairobi	 Factory	      
Selecta Kenya Ltd	January 2013	Thika	 Agriculture	     
Apple Cross Resident Association	January 2013	Lavington, Nairobi	 Residential Diplomatic Community	      
Base Titanium Ltd	August 2013	Kwale	 Mining	       
Logistics Solutions Ltd	May 2012	Mombasa	 Container Freight Station	     
Insta Products (EZP) Ltd	December 2011	Athi River, Nairobi	 Factory	     
Pangoni Beach Resort and Spa	July 2012	Mombasa	 Hotel	      

 Vandalism
  Arson
  Terrorism
  Natural Disaster
  Collusion
  External Theft
  Internal Theft
  Customer Unsatisfactory



# Training Programme



Our training programs are held at our training grounds in Nyali, Mombasa. Here, our Security Officers undergo intense British military security training that is both mentally and physically tough, culminating in a pass out parade after a rigorous week.

The 10 day course is characterized by rigorous physical exercises and the beach runs that initially seem leisurely, but prove arduous to most if not all of our trainees by the end of the week. Our trainees are also taken through IQ tests, leadership training and command tasks that serve to sharpen their minds while developing leadership skills that they will later rely on to address the issues that they will encounter in their work place. Current security dynamics require both mental robustness and physical fitness – we train for both.

We are also privileged to have the Bomb Experts visit, displaying IEDs and training officers on how to address terrorism in their security roles. The bomb experts also bring along their sniffer dogs and demonstrate how they go about looking for bombs in highly sensitive crime scenes.

Pass out parades are where the Security Officers don their full XFOR uniform and stand at attention to be inspected by the guard of honor. This is usually a sight to behold and an occasion to look forward to for all involved. You cannot fail to notice the faces of the Security officers on this day – faces of pride, confidence and great excitement.

Then, the CEO formally welcomes them to XFOR and awards the individuals who emerged as the best in various areas during the training. This training is so important to XFOR because it is where the recruits are molded, culturised and socialized into the values that XFOR cherishes. They become part of the XFOR family.

## TRAINING PROSPECTUS

Each recruit is required to submit a valid Certificate of Good Conduct as proof that they are not involved in any criminal records.

Operatives also undergo First Aid, Counter Terrorism Awareness and Customer Service training within the first six months of their employment or start of a new project, in line with our internal HR policies and best practices. This is typically an NVQ or competency based examination to standards and professional ability.



## OUR GUARDS RECEIVE TRAINING IN THE FOLLOWING AREAS

- ▶ Foot Drills
- ▶ Customer Care
- ▶ First Aid
- ▶ Communication Skills
- ▶ Observation and Evaluation Skills
- ▶ Fire Fighting
- ▶ Security Systems
- ▶ Physical Training
- ▶ Basic Investigation Skills
- ▶ Leadership
- ▶ Personal Hygiene and Grooming
- ▶ Kenyan Law
- ▶ Disaster Management and Preparedness
- ▶ Counter – Terrorism Skills
- ▶ Maritime



## PROFILE

### Xfor Security quiet Kenya entry, loud impact!



From Left Mr Enock Makanga, Director, Business Development, Mr Josh Cocklin, Group Operations Manager and Mr Steve Gillespie, Group COO

By Margaret Obondo

Security East Africa spoke to the Xfor Security's CEO Gary Lincoln-Hope on a wide range of issues. The company with a UK background and link has left tongues wagging ... quite literally as they seek to quietly change dominance of top 5 security companies G4S Securicor, BM Security, Wells Fargo; Group 4 Security and Radar Security. Here are the excerpts;

**When did you come to Kenya? How? And what key services are you offering?**

XFOR came to Kenya in October 2011, through liaison with Kenyan ex-special forces

experts. They saw a gap in the market especially on counter terrorism and expertise needed to handle security matters through services such as training. Security is far too serious a matter not to be handled with respect, knowledge and skill. Our key services include security protection, investigative services, training and consultancy services.

**What has been the impact so far?**

So far XFOR has established a market presence with a high brand visibility. XFOR is fast growing and a very sought after company in Kenya with excellent services, dedication to duty and the level of trust

we have built with our clients and the general public we interact with in training seminars. It is quite an achievement considering we have been in the market for a short while.

**Unlike the UK, Kenya is grappling with possibility of the first ever regulation, Private Security Regulatory Authority, how are you faring in the absence of market regulation?**

Market regulation raises standards. It enforces best practice, accountability and compliance in service delivery but equally important holds the training, development and welfare of security officers as a priority. It should not only



Mr Keli Munyao, Human Resources Manager and Mr Gary Lincoln Hope, Group CEO PHOTO: File

be welcomed, but also pursued by the industry, and companies operating within it, with vigour.

The absence of such regulation is extremely damaging because it necessarily follows there is an inherent absence of control and standards. Companies that hold high standards at the core of their operational culture can often struggle to remain competitive as selection, vetting training, equipping and sustaining highly capable services have an expense attached to them that 'cowboy' outfits simply do not.

That said, however, Kenya's approach to security and the need for credible security is completely different to the UK. The threat is significantly different, it is much more 'at risk'. As a consequence, we are not finding ourselves hampered by the lack of regulation because clients come to us knowing they need

quality, and knowing they will get quality. Our clients simply would not entertain engaging the lower end of the market because they understand the importance of an effective security provision. I would welcome regulation. I would work tirelessly with the authorities to develop and implement regulation, and I'm absolutely certain it will come in the near future.

**Your old competitors, like G4S, have been around and they control huge market share. How do you intend to wrestle them?**

We are not competing with anyone. We aim at achieving our own goals and objectives. We exhibit extraordinary customer friendly and effective services. We single out cases and tailor make our services to suit the particular needs of each client. We are pro active to customer needs and

sensibilities.

**Cash-in-transit has been a challenge in Kenya largely because of "inside-job" sabotage. Is Kenya really ready for this service? If yes, how well can it be addressed?**

I would say the country is ready just like in any other structure. We as a company love challenges, because it's by them that we grow in strength. Having good training, exceptional leaders with integrity, honesty and team spirit who have bought into the well defined company ethics should questions of mischief, sabotage arise. This comes down to rigorous selection, vetting, training and management procedures and structures.

**Should our security guards be armed?**

This is a very complex issue with



## PROFILE



Steve Gillespie, Group COO; Keli Munyao, HR Manager and Gary Lincoln Hope, Group CEO

intelligent answers for and against. My answer is no.

Relating this back to the UK for a moment, the same debate is prominent whether to arm our police officers. The argument against arming UK police centres on the profile they wish to maintain with the public. It is viewed less aggressive, less confrontational and certainly de-escalates potentially volatile situations.

However, the security threat is mutating in the UK and we have seen incremental steps towards that end state, the utility of 'non-lethal' stun guns for example, albeit they are only issued to officers already authorised to carry firearms.

In Kenya, the threat posed by criminals and terrorist is certainly higher in relation to firearms. However, if security guards were to arm themselves, it could potentially have the knock on effect that more and more of the criminal fraternity would seek to arm its self to maintain its own capability.

That will only see an escalation of firearms on the street, and this is a very dangerous set of circumstances for the wider public in general.

The solution is not to arm security guards, but to train them, equip them and use intelligence led security measures to identify and dilute threats before they even get to the stage of armed confrontation.

Use of technology, intelligence sharing and crime reduction strategies should be the primary means of degrading criminal activity, long before the arming of security officers.

**Community policing in the UK has seen closer collaboration between private security and government. Any lessons for Kenya from XFOR UK?**

I think we can say something along the lines of: In the UK there is a Community Safety Police Accreditation scheme which allows for members of private sector companies working on Local Government contracts to be vetted together with their staff so that they can be granted accreditation to join the wider 'Police Family'.

This allows for information and data sharing in addition to closer working relationships on the ground. Companies such as XFOR are allowed

to attend Joint Action Group meetings (JAG) where policy and strategy is agreed in relation to crime and disorder issues!

This allows companies such as XFOR to play a meaningful role in respect of the Security and Policing issues and provides valuable support to a currently depleted 'front line Police Service'.

XFOR is in an advanced stage of applying for this accreditation with a view to enhancing our service to Local Government.

**Body search by security companies has been criticized by some VIPs in Kenya. Experts have dismissed it as a necessary formality that may at worst mean nothing but a time-waster and at best deter petty crime. How is XFOR adding meaning to this?**

Anyone can carry and raise metal detectors. XFOR is proud to employ various special equipment used by expertly trained officers who know exactly what they are looking for and how to use the equipment tactically without causing unnecessary time wastage and annoyances. This is very important as it forms the customer

and client prerequisite. Security equipment especially for electronic security is full of counterfeits from alarms to metal detectors. Kenya has no new security laboratories and Kenya Bureau of Standards is yet to develop specialized standards for such equipment. How will Kenya deal with this dilemma?

I think companies should identify one supplier who supplies genuine equipment which are tried and proven and stick to it.

And the government should also consider coming up with a body that checks the quality and license the supplier.

With the looming terrorist attacks, there is certainly a need for systems and structures to be put in place to control the flooding of counterfeit equipment in the market.

**Security companies are generally accused of being poor and exploitative employers. How is XFOR different?**

That is tantamount to mob lynching. We don't look at ourselves as just any other security company. We do not use the other security companies as our yardstick. We set our own goals and standards.

We compete ourselves and this is what sets us apart from other security companies. We take security as a career. All our employees are trained effectively to perform as professionally as is humanly possible and they have bought into this culture.

There is a very well drawn progressive paying and promotional procedures that are guided chiefly by merit, achievement and professionalism and this contributes highly to the morale and the will power of our employees, resulting to superb dedication to duty.

Our terms of employment are favorable to all our employees in general. They are paid very well and the remuneration is done in good time.

XFOR is genuinely interested in the growth of its employees, their welfare and well being.

**Any general comments on your fears, hopes and expectations on the overall security reform for Kenya?**

As I have already alluded to, I only hold security regulation in the highest of regard.

It is for the benefit of the security industry, those requiring security and for the safety and welfare of the public in general.

I support it, and I hope I get the opportunity to assist with the development and implementation.■

## PROFILE



Xfor guards in protection mode PHOTO: File



## Kenyan security firm wins UK award

BY PHILIP MWAKIO

Barely 12 months after it started operations in Kenya, specialist security provider, XFOR has been awarded the prestigious International Achievement Award at the Security Excellence Awards 2012.

The award was presented to the company at a gala event in London to support companies making significant impact of global security.

"This award comes as a result of hard work throughout XFOR since we first entered the Kenyan landscape," Gary Lincoln-Hope, XFOR Chief Executive officer said.

Apart from service and standards, the security Excellence Awards evaluates the wider social and economic impact of international work.

Lincoln-Hope, a former parachute regiment officer at the British Army said that XFOR embarked on a high risk strategy to expand its operations by combining the proven expertise of UK and Kenyan labour force.

"Today, we are proud that our risk has led to success," the CEO added.

XFOR Security Solutions was registered last year and has assembled an executive team of top flight former police officers, security and specialist intelligence officers from Kenya and the United Kingdom.

"XFOR is raising the standard of Kenyan Security and we are pleased to have our achievement recognized in this way," he added.

He said that all their security guards undergo training by former military personnel to the highest possible standards.

"We are even beginning to fulfill demand for medical services and large scale incident management and in every instance, XFOR is accountable, responsible and capable," Lincoln-Hope added.

Apart from its operations in and around the port city of Mombasa, XFOR has its presence in Nairobi and Naivasha.



1. XFOR Security Solutions CEO Gary Lincoln-Hope and Josh Cocklin (holding trophy) with organisers of the International Achievement

Award in London.

2. Airtel promoters hold up placards announcing the recently-launched zero fees platform.

3. Eagle Africa Insurance Brokers Assistant Divisional Director Abel Musunza presents an award to Transport minister Amos Kimunya at a club night held at Muthaiga Golf Club. 4. Madhur Taneja, yuMobile Country Manager shows off airtime transacted as Atul Shah, Nakumatt Holdings Managing Director looks on during the official launch of their partnership.

5. Higher Education minister Professor Margaret Kamar (left) and Consolidated Bank's chairman, Eunice Kagane open a Sh0.5m modern kitchen facility at the Eldoret School for the Hearing Impaired.

6. KCB Mortgage Business Director Joram Kiarie (left) hands over a token of appreciation to Mohd Saiful Arin Rostam, assistant manager, Malaysia External Trade Development Corporation when KCB S&L Developers Club toured Malaysia.



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## BusinessPost

April 2012



A firm set up by former British military officers plans to shake up local private security industry

### XFOR takes aim at private security

GARY LINCOLN HOPE, CEO, XFOR Security Solutions.

BUSINESS. THE MORE YOU KNOW, THE BETTER IT GETS

KSh300 Ush9,000 TSh6,000 Rfr3,000

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GARY LINCOLN-HOPE,  
Chief Executive  
Officer, XFOR.

## XFOR takes aim at private security

Following its launch in the local market three months ago, XFOR, the UK-based private security firm founded by former military officers is causing ripples after winning key clients.

By Alex Gichira

28 BUSINESSPOST APRIL 2012  
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### COVER STORY

**M**any employers think theft by employees only occurs in the lower cadres of an organisation. But recent undercover investigations by XFOR, a private security firm, in a local factory and a flower firm found widespread collusion between senior managers, junior staff and security guards.

Gary Lincoln-Hope, XFOR's chief executive says the problem is complex. "From a security perspective, many Kenyan businesses are finding themselves in a difficult position. They face equal risks presented by outsiders trying to get in and the workforce engaging in criminal activities and unethical behaviour."

Junior workers, he says, engage in petty theft and pilferage: they will take away small, low value materials and items like stationary that can be easily sold or used at home.

But such behaviour becomes a problem when half of the 5,000-strong workforce in a flower farm is the culprit. "Imagine the monthly loss when 2,000 people each day take away an item worth KSh10," says Enoch Makanga, the business development director.

Petty theft can be addressed through deployment of effective security officers and control measures in the workplace. The real threat to companies is however not so easy to tackle. "The larger risk is from a more complex source and that is fraud and corruption and this happens at the management

level," says Mr Lincoln-Hope adding that the best way to mitigate such threats is through change in corporate culture, policy and procedures.

XFOR is the newest entrant into the local private security industry. Barely three months since it launched its operations, it is bringing in expertise to help tackle corporate crime and other security risks.

The UK-based firm was started in 2004 by Mr Lincoln-Hope, a former Parachute Regiment officer and Steve Gillespie, a warrant officer. The two serve as chief executive officer and chief operations officer respectively.

The pair are however not strangers to Kenya as they visited the country regularly for training with the British military.

XFOR Security Solutions Kenya was registered last year. It has assembled an executive team of "top flight" former police, security and specialist intelligence officers from Kenya and UK.

Consider Mr Makanga. A former intelligence officer, he worked with the Kenya Police for 12 years serving in the

Criminal Investigations Department, Presidential Escort Unit and the Bomb Squad Unit before leaving the force in 2000. He has served as head of security at USAID, World Vision and ICIPE as well as general manager of Fidelity Security, a private security firm.

With its sharp focus on investigation, information gathering and risk management, the firm has grown beyond expectations, according to the CEO. "When we decided to launch in Kenya, I wrote a business plan that anticipated having 500 guards by the end of this year. All indications are we will hit that figure next month."

The strong growth seems to indicate the firm has found the sweet spot in the sprawling private security industry, estimated to be worth KSh48 billion.

During his first business "recce" in the country in November last year, Mr Lincoln-Hope says he saw a "significant opportunity". Most residences and commercial buildings were heavily secured due to high crime rates and the threat of terrorist attack.

"To some people, the Kenyan

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security market is saturated but my observation was that there is genuine demand for quality services," he says. "I also saw that there is little representation of quality, international security companies."

Although he knew the industry has "great potential," he is surprised by the speed at which the industry embraced the firm. "I thought it would take longer to build a reputation for quality, reliability and competency. Fortunately, we have been able to do that in a short time."

One explanation why the market has been quick to embrace the firm is the low standards of available service. Although there are some good private security firms, the general quality of guarding and related security services has been wanting. There are several reasons for this lack lustre performance with the main one being lack of regulations.

"Anyone can wake up one day, register a company, start hiring guards and providing private security services," says Mr Makanga. This has led to proliferation of small, poorly run private security firms. Presently, it is estimated there are over 5,000 such firms in Kenya while in Uganda, where the industry is regulated, there are about 30.

The small size of the firms has made it hard for them to hire experts and invest in training. This has compromised quality at the client level and professionalism at the industry level. "It is not unusual to hear people say security guards are uneducated and don't know their work."

Lack of regulations has also been blamed for rampant price

undercutting with some firms charging uneconomic rates. It is possible to get a guard for KSh6,000 a month whereas blue chip service providers charge in the range of KSh25,000.

Due to the low rates, many small and medium size firms cannot afford to pay the minimum wage. "Some firms pay guards about KSh3,000 a month and post them to guard multi-million investments," says Mr Makanga. "I think such guards increase the risk to the client or property they are guarding."

Most owners of private security firms are entrepreneurs and business people. They have limited knowledge of industry issues and lack skills and expertise in security. This has further

**It is not unusual to hear people say security guards are uneducated and don't know their work**

compromised service quality and stifled innovation across the industry.

## Innovating security

For Mr Lincoln-Hope, the opportunity was hard to miss. "I saw Kenya needed a credible security service provider combining rigorous guard selection, extensive training and exceptional management to ensure the highest levels of service."

It is an insight that the firm has relentlessly pursued in the last three months. It has focused on selecting the "best security guards", offering them



world-class training and kitting them with the best equipment and uniforms.

Before they are hired, guards are taken through a rigorous vetting process covering physical fitness, work experience and background checks. Mr Makanga observes that guards have gained a reputation for mediocrity largely because their employers have not been investing in training.

"Every guard needs to understand that they are expected to deliver a service of a certain quality," he says adding that training helps the guards understand what is expected of them and how to handle their "clients".

After the training, the security officers are taken through a "profiling" process, which guides the company during deployment. He says a factory requires a different profile of a guard from a bank or a hotel. "Some sites require knowledgeable and friendly security

**ENOCH MAKANGA,**  
Business Development Director, XFOR.  
"Every guard needs to understand that they are expected to deliver a service of a certain quality."



**HIT THE ROAD**  
The CEO joins security officers on training for a morning run with Byron Adera, the Operations Director, the officers in their dashing uniform and shades.

officers while in others the bias may be towards guards with a strong personality."

The guard force is complemented by strong supervisory ranks. According to the CEO, other security firms may deploy the same number of guards per site as XFOR but the quality of

to pay. "Our salaries are well beyond the minimum wage and we have incentive schemes to boost morale," he says adding that XFOR has an exchange program where the best security officer is sent to the head office in London to broaden their experience.

workshops that it has been running. It has so far conducted workshops in Nairobi, Mombasa and Naivasha during which participants, mostly police officers and private security managers, were trained on anti-terrorism measures among others.

Mr Makanga says the training is meeting a need that has not been addressed. "Most security officers have never seen an explosive device and yet you seem them busy in building entrances screening cars and people. I doubt if some of them would recognise a bomb if they saw one."

The training is fully funded by the firm with the police providing practical training on handling of explosives. "Our goal is to build capacity of security managers so that they are able to train their own security guards in anti-terrorism measures."

The response has been "incredibly positive and I am surprised no one has been doing this before," says Mr Lincoln-Hope. Each of the workshops has attracted over 100 participants, "a demonstration that there is a real appetite in the private security industry for strategic and operational level training."

"Training at the moment seems to be focussed on deployment of security officers. There is lack of training for senior managers and that's what we are addressing." The next phase of the initiative will see the firm working with grass root groups like resident associations to create awareness of the need to be vigilant.

"As a country, we are beyond the point where one can say anti-terrorism is the work of the

**"When we decided to launch in Kenya, I wrote a business plan that anticipated having 500 guards by the end of this year. All indications are we will hit that figure next month"**

## Capacity building

XFOR has also focussed on building industry capacity especially in anti-terrorism and loss prevention. One of its key initiatives is a series of training

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police. We all have a role to play in raising the level of surveillance across the country."

The approach is evidently working given the growing numbers of guards deployed by the firm. It is also a vindication of Mr Lincoln-Hope's insight about demand for quality services. "The clients we have won over so far are not first time buyers of private security services. We are replacing existing providers."

XFOR's clients include Orbit Chemicals, Sher Karuturi, Dormans Coffee, Devki Steel, Mavuno Church and Insta Products.

Although security is the most visible aspect of the business due to the high number of personnel involved it is "Investigations" that take pride of place in terms of revenue and number of clients. "As new expertise comes into the market, companies are starting to confront workplace risks directly."

The firm estimates that crime costs local firms as much as 9% of sales while a third of all businesses cite crime, corruption and fraud as significant risks to their success.

XFOR undertakes confidential investigations in areas such as internal theft, corporate fraud, corruption, corporate intelligence and undercover operations.

## Where's the Bill?

The rising interest in the local private security industry by European firms is an indicator of its untapped potential. XFOR becomes the second foreign firm to invest in the country after Ireland-headquartered Senaca Group, which launched 14 months ago and now has



As a country, we are beyond the point where one can say anti-terrorism is the work of the police. We all have a role to play in raising the level of surveillance across the country



over 2,800 security officers in the country.

Experts say the industry can attract more investors if it is regulated. Mr Lincoln-Hope says a legal framework for the industry would raise standards and urges the security industry to pursue it with vigour. "It is in the interest of the security industry to be legitimised and in the interest of clients to have accountability and high standards of service."

He adds that lack of regulations will not slow down XFOR's growth since its target market is happy to pay a premium for quality. "We are not worried about competition from players in the low end of the market

since our target market is not interested in that type of service."

Attempts to enact a law to guide the industry have so far failed. It was widely expected that the Protective Security Industry Regulation Bill 2010 would be debated and passed by Parliament together with police reform laws, namely the National Police Service Bill, National Police Service Commission Bill and the Independent Policing Oversight Authority Bill.

The bill was however conspicuously missing when the policing bills were debated and approved last year. Mr Makanga says failure to debate the bill was a missed opportunity. "It does not make sense to regulate the police and leave out private security. The two are complementary."

A regulatory framework could help raise levels of professionalism by locking out "briefcase" operators and catalyse investments and innovation. "When you are pursuing high standards of security services you have to make investments but in the absence of regulations the incentive to invest may not be there," says Mr Lincoln-Hope.

**CAPACITY BUILDING** Mr Lincoln-Hope addresses one of the security workshops XFOR organised in Mombasa and right, a bomb expert holds an explosive device used for training during the event.

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