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**COMPARATIVE ANALYSIS OF THE EUROPEAN MODEL OF  
PRIVATE SECURITY SERVICES AND THE PRIVATE SECURITY  
SECTOR IN BOSNIA AND HERZEGOVINA:  
LEGAL, PROFESSIONAL AND SOCIOECONOMIC ASPECTS**

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**Comparative Analysis of the European Model of Private Security Services  
and the Private Security Sector in Bosnia and Herzegovina: Legal,  
Professional and Socioeconomic Aspects**

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**ABSTRACT**

Given the political goal of Bosnia and Herzegovina (BiH) to join the EU, there is a growing need for the private security sector to adapt to European best practices. The paper evaluates the BiH case using a model known as the European Code of Conduct and Ethics for the Private Security Sector. The findings presented here should be understood as tendencies and will need validation by further studies. However, preliminary findings identify substantial gaps that will need attention in the future. Closing those gaps will be a key challenge for security companies and policy makers in BiH in the forthcoming period.

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# **Comparative Analysis of the European Model of Private Security Services and the Private Security Sector in Bosnia and Herzegovina: Legal, Professional and Socioeconomic Aspects**

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## **Introduction**

The growth of the private security sector is a worldwide phenomenon. The reasons for this dramatic growth are mass private ownership in post-industrial and developing countries as well. Private owners' fear from crime grew faster than the governments interest to protect them. Private security is one of the fastest developing industries; it has been expanding for over 30 years in the economic market of developed countries (Clede, 1999). World-wide private sector security market is valued at US\$ 85 billion and has an annual growth rate of 6-8% (Abrahamsen & Williams, 2005). Considering the fact that in the USA the private sector possesses and protects 85% of national infrastructure, the private security plays an important role in its protection. In the USA there are more than 10'000 private companies with 2 million employees (Marabito & Greenberg, 2005). It is estimated that in the European Union there are 20,000 private security companies with 1'100'000 employees (CoESS & Uni-Europe, 2003) after the latest EU enlargements in 2004 and 2007. In post-socialist countries, the development of private security is a natural outcome of transitional economy, which resulted in the increase of private police. Social changes led to

the change of police nature and its adjustment to the market economy (Mesko, Nala, Soltar, 2004).

The private security sector in Bosnia and Herzegovina (hereafter BiH) is a new and the youngest sector in a security system, which is important not only in security but in social and economic sense as well. The analysis of this problem is important for many reasons; some of them relate to BiH as a post-conflict area and transitional society, where the whole security sector is going through a transformation from authoritarian and war to democratic model, and now it has a completely new role than it used to. However, the private security sector in BiH has not been sufficiently researched or discussed in the public sphere - although there are certain exceptions (Daničić, 2004, Muratbegović, 2004, Ahić, Masleša, Muratbegović, 2005, Centre for Security Studies (CSS) (Bosnia and Herzegovina) & Saferworld, (UK), 2006). The European Union (hereafter EU) has developed standards in the private security sector which constitutes a fundamental condition to guarantee the necessary minimum of professionalism and quality in the private security sector. The necessity to harmonize the situation in the private security sector is not only important to EU member countries but to candidate countries as well in order to avoid possible political, economical and social consequences, which it can encounter upon admission to EU due to different social and regulatory environment (CoESS, 1999). Moreover, the importance of this matter is that EU institutions are devoting their attention to it, considering the role it has in general security debate.

Using secondary literature and interviews, this paper is aiming at identifying the main issues at stake and aiming at providing preliminary overview of the situation

in private security sector in BiH. The interviews were conducted only in one BiH city; therefore it represents a limited research sample. The findings presented here should therefore be understood as tendencies and will need validation by further studies. For analytical purposes we used the recommendations of the CoESS<sup>1</sup> and UNI – Europe<sup>2</sup> - formalized in an European model of private security - in order to discuss the situation in one part of BiH. This paper also is aiming at serving as a catalyst for researchers and policymakers in improving collective efforts to respond effectively to challenges surrounding the private security sector in BiH

### **Characteristics of European model of private security**

The European model of private security sector has been established by CoESS and Uni Europe. The key standards that constitute European Model are described in the Code of Conduct and Ethics for the Private Security Sector adopted in July

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<sup>1</sup> In order to avoid misinterpretations and confusions of the term *European Model of Private Security Services* it is necessary to clarify the status of CoESS and to explain the nature and status of *European Model of Private Security Services* itself. The CoESS is a professional association, not a regulatory and institutional body of the European Union. CoESS has been founded in 1989 by a joint initiative of several national associations of private security companies belonging to EU Member States. From its start, CoESS has therefore been a European umbrella organization for national private security associations. The purpose of CoESS is to ensure in Europe the defense of the interests of the organizations and national companies that provide security services in all their forms and to represent these joint interests, in particular, through involvement in the work aimed at the harmonization of national legislation concerning the activities of its members. Currently, CoESS has members in 22 out of 27 countries of the 27 EU Member States and in Norway, Switzerland and Turkey. CoESS is continuing its efforts to look for membership also from other candidate countries. For more information visit: <http://www.coess.org>. The Code of Conduct and Ethics the Private Security Sector contains a series of standards that are jointly recommended by CoESS, and UNI-Europe to all of the sector's companies and employees. Since CoESS and UNI-Europe are professional associations, i.e. they represent an ideological view reflecting the interest of the profession, the Code of Conduct and Ethics for the Private Security Sector is not legally binding document. Its implementation solely depends upon the commitment of each of the parties in question – company managers, employees, trade union delegates, national trade union organizations, national professional associations, and European organizations. This code of conduct cannot be compared, for instance, with the Council of Europe Code of Police Ethics which is an international code agreed by countries.

<sup>2</sup> In Europe, with seven million members, UNI-Europa is a major trade union player in Brussels. Its aim is to be relevant to affiliates and members and effective at the heart of Europe - through social dialogue in a range of industries, in contacts and lobbying with the European Commission and, increasingly, taking our issues and campaigns to Members of the European Parliament. For more information see: <http://www.union-network.org>

2003. The respect of these standards constitutes a fundamental condition to guarantee the necessary minimum of professionalism and quality in private security sector. The European model implies that security companies must comply with regulations applicable to the sector and commit themselves to applying all of these regulatory provisions to the letter, and in the spirit in which they were written. Additionally, the security companies must ensure that any internal organizational procedures implemented are made transparent and are applied without discrimination to all parties concerned. Besides, a company that is active in the sector, or that wishes to enter the sector, must satisfy the conditions imposed by national regulations, in order to obtain the permits and authorizations needed by the company, its management, and its staff. As far as the workers selection and employment are concerned, they should be based on objective criteria. Moreover, in accordance with professional standards, employee training is important at all levels, especially basic training of new employees is crucial for retaining professional standards. The CoESS and Uni-Europe emphasize also the importance of a constructive dialogue between labor unions and employers at all levels (European, national and within the company). The “standards” imply good, safe and human working conditions and adequate salaries in the sector. Some jobs in this sector bear certain risks. But all the companies will try to keep minimum national health standards and safety at work. Also, companies will support the principles of equality and non-discrimination. Companies should seek out a legal balance between two key areas: employees’ security and the quality of their private life on the one hand, and the satisfaction of clients’ needs on the other. Private security companies should conduct business in accordance with the rules of fair competition and moral. All employees in the sector should be guided by

the Code of Conduct and Ethics. CoESS and Uni-Europe underline that employer' associations and unions should actively promote this Code of Conduct and Ethics.

### **Nature of security sector in Bosnia and Herzegovina**

Security system, like any other system, is sensitive to social changes. Social changes which have been present in BiH for the last 15 years are a part of global social changes. Without providing here a detailed analysis of these changes, it is important to identify those changes which had a direct impact on the structure of the security system in BiH. In that regard it is important to mention: changes in economical, political, normative and institutional sphere of social life. Security system is an organized social system, through which society protects its vital values in order to facilitate progress and society development (Vejnović, 2002). As far as BiH is concerned, one key component of the security system is the national Armed Forces. Aside from the Armed Forces, BiH has three police agencies at the national level (State Agency for Investigation and Protection, State Border Service, National Bureau of Interpol) and one Intelligence Security Agency of Bosnia and Herzegovina. At the entity level<sup>3</sup>, each entity has its own police organization. In the Republika Srpska there is a Ministry of the Interior, which has jurisdiction over security and safety, whereas in the Federation of Bosnia and Herzegovina there are eleven police agencies in charge of security and safety within the cantons<sup>4</sup>. In Brčko District there is Brčko District Police in

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<sup>3</sup> The country is decentralized and is administratively divided into two entities, the [Federation of Bosnia and Herzegovina](#) and the [Republika Srpska](#). The Brčko District has a special status. Additionally the [Federation of Bosnia and Herzegovina](#) is decentralized into 10 cantons.

<sup>4</sup> The Federation of Bosnia and Herzegovina consists of ten cantons, which means that there are ten Ministries of the Interior as well as the Federal Ministry of Internal Affairs of the Federation of Bosnia and Herzegovina.



charge of security in the District. Aside from all mentioned security agencies established and organized by the state (or entity) in Bosnia and Herzegovina there is also a private security sector which is organized and functions in accordance with legal regulations formalized at the entity level. There is no national law on the private security sector and each entity has legislated in this area.<sup>5</sup>

### **Nature of private security sector in Bosnia and Herzegovina**

The private security sector in BiH was formally established in 2002 when entity parliaments passed the private security laws. The Brčko District passed a similar law only two years later, in 2004.<sup>6</sup> These laws regulate entirely the field of private security and contain dispositions relative to licensing of private security companies, legal powers of private security personnel, and supervision over the private security sector. It is important to say that the earlier the Law on self-protection of society of the FRBiH of 1986 partially included the field of private security, however, not sufficiently and precisely like 2002 law (Ahić, Masleša, Muratbegovic, 2005). The private security in BiH entails two main areas, namely the protection of persons and property both physically and technically (Vejnović, Šikman, 2004). The law of the Republika of Srpska and Brčko District, allows also private security companies to take over detective tasks or criminal investigation. Private security services can be provided in three different juridical forms: the first is private security companies' i.e. contractual security services, the second is corporate security and the third is combination of contractual security services and corporate security (Mandić, 2004). Existing legislation in BiH represents a good background for the development of the private security sector. This can be seen in the growth of the number of private security companies, as

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<sup>5</sup> Although the laws that govern the private security sector in BiH are different, those differences are not substantial in term of licensing of private security companies, legal powers of private security personnel, and supervision over the private security sector. The key difference refers to private detective vocation. In accordance with the law of the Republika of Srpska and Brčko District, detective vocation is a component of the private security sector what is not case in the Federation of BiH.

<sup>6</sup> See: Official Gazette Federation of Bosnia and Herzegovina, No. 50/02, Official Gazette Republika Srpska No. 50/02, Official Gazette Brčko District, 2004.

well in the number of employees working in the sector(s)<sup>7</sup>. However, the sector suffers from a number of limitations. The fact that there is no law at the state/national level brings a series of complications that affect the sector. The situation is complicated by the fact that regional police agencies (Center for Public Security in the Republika Srpska and Cantonal Ministries of the Interior in Federation of Bosnia and Herzegovina) are authorized for issuing licences to private security companies and employees; this means that there is no centralized data system on the number of those companies, their capacities, business running, number of employees, etc. In this context, it would be very important to collect the mentioned data and other information as well, such as the impact of private security sector on the economy, annual revenues and their percentage in GDP. Additionally it would be valuable to determine the ratio between the employees in the private security sector and the police. In Slovenia, for example, this ratio is 2:1, which is below the average ratio found in developed countries (Mesko et al., 2004) such as the USA where the ratio is 3:1<sup>8</sup>.

There are no official figures on the number of private security companies and employees in the sector. However it is estimated that private security sector comprises of 70 companies and employs at least 5000 persons. It is further estimated that from the total number of registered agencies, about 5% are large companies employing between 500 and 1000 employees, 35% are middle-size companies employing between 50 and 100 employees, 60% are small companies employing up to 50 employees. Mostly security companies provide security services in banking sector, shopping malls, and foreign embassies. They also provide services of VIP security, residential security, installation of alarms, video surveillance systems etc. In a lesser extent some companies offer services of security planning, risk analysis and security consulting. The large companies and

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<sup>7</sup> Although there are no precise official figures about the number of the registered private security companies and its dynamics on the market, its permanent increase is quite visible.

<sup>8</sup> In the USA there are 677'933 police officers and 2 million employees in the private security sector, see: Morabito A., & Greenberg S. (2005). *Engaging the Private Sector To Promote Homeland Security: Law Enforcement – Private Security Partnerships: U.S.* Department of Justice.

middle-size ones provide services throughout BiH, whereas the small ones provide their services locally. In BiH there is not a single foreign security company in operation; similarly, there is no record of domestic companies in BiH providing services abroad. However, foreign security companies are known to recruit BiH citizens for deployment in crises regions of the world - most likely due to the experience gained during the civil war in BiH.

### **Methodology**

The analysis proposes a comparison of the European private security model and its 15 principles from the Code of Conduct and Ethics (CoESS and Uni-Europe, 2003) with the current state of affairs in the private security sector in BiH. The principles in the Code of Conduct and Ethics are arranged in three categories according to their nature: legal, professional and socioeconomic aspects. As a method of data collection open-ended interviews were conducted with target groups. The interviews were conducted with senior police officers (2), constables (2), private security company managers (2), private security officers (2), clients (2) and citizens (2). The interviews were conducted in Banja Luka, the second largest city in BiH. The purpose of the interviews was to obtain respondents' perceptions and attitudes on the situation and role of private security sector. Given the fact that the interviewees were conducted in one BiH city and included only a limited research sample, this methodology does not enable wider generalizations but certainly provides tendencies which allow identifying a number of problems in the private security sector in BiH.

## **Interpretation of research results**

### **Legal aspects**

The opinion of the interviewees about the legislation that governs the private security has been only partly positive. The law is believed to have regulated the sector extensively. Besides, the law provided a unique opportunity to harmonize a situation inherited from the past. However, the interviewees are of the opinion that some legal provisions that regulate the private security sector have shortcomings at certain points and therefore should be changed in accordance with the needs of the practice. This is a general opinion of the majority of the interviewees, but ideas on what needed change varied depending on the respondents' category.

For example, interviewees from the police consider that the legal powers of the authorities are not sufficiently explicit, a situation that causes difficulties in the practice. One interviewee, a senior police officer, stated:

...legal powers of private security officers are not stipulated well in law and are not entirely explicit. The sub-law regulation is needed in order to define authorities precisely. (Interview # 5)

Besides, the same category of interviewees found that the licensing and authorizations system is ineffective. According to them, employment selection criteria for private security officers should be more rigid. One interviewee, a constable, in this regards gave the following statement:

Acquisition of license and authorizations for private security companies and officers depends on personal influence and connections of the owners. These owners of private security companies with better social positions have no problems with acquiring the licensees for theirs staff. They get it easily, even without fulfilling all legal requirements. (Interview # 8)

This opinion is not shared by private security officers. They consider that procedures are transparent and relatively fast, regulations are followed in practice, discrimination is not a problem, etc. In order to substantiate that statement, they give examples of good practice regarding the implementation of legal provisions.

One interviewee, a private security company manager, stated;

According to the law a person who is separated from the police force due to violation of disciplinary rules is not eligible to obtain license as a private security officer in the next five years. One ex police officer who left police force as a result of disciplinary action, wanted to join our company, but he did not get license from Ministry of Interior on the ground of failing to meet legal requirements. (Interview # 1)

The interviewees from the police find that the essential problem in the law lies with the supervision and inspection of private security companies. They believe that the law should be more explicit with regards to the role of the Ministry of Interior. They believe that the problem lies both with the law and the practice. As an example one senior police officer emphasizes:

The police as supervising institution over the private security companies have not sufficient insight to the documents which companies are obliged to keep in accordance with the law. (Interview # 6)

It appears however that the reason why the police have not sufficient insight into the documents that private security companies are obliged to keep in accordance with the law is simply that inspections are rare or does not exist. Moreover, according to the respondents from the police, it seems that irregularities found during inspections do not lead to consequences, sanctions for instance. Here again, private security officers do not share this opinion. As a matter of fact, they stated that their companies keep all necessary records, documents are available at any time, and moreover, inspections take place often. They stressed that there are

indeed problems associated with the law, but quite different in nature. One manager of private security agency stated that:

According to the law the private security companies are allowed to possess guns for only 50% of all officers employed in a company. It does not meet the real needs of the field. In addition, there are some other confusing legal provisions, such as : in accordance with the law, the private security officer is allowed to use physical force and to arrest the person until the arrival of the police, but the law nowhere stipulates that private security officer can use handcuffs. It does not make sense! It should be definitely changed, powers of private security officers must be clear, private officers must exactly know what they are allowed to and what they are not. (Interview # 2)

One of the managers of a private security company identified another problem associated with the issue of training:

Namely, in accordance with law the fire range training of private security officers can be conducted by the Ministry of Interior only. It has been done once a year and it is definitely insufficient. The private security companies are not allowed to conduct that kind of training on their own. (Interview #3)

Based on the interviewees` statements, it appears that many problems do not come unilaterally from the law itself: but the lack of an appropriate implementation of the law is seen also as a problem.

### **Professional aspects**

Under “professional aspects” of the sector, we understand here issues associated with selection and recruitment, vocational training, relation with the police, relation with clients, relation with other private security sector companies. The attitudes of the interviewees regarding these issues vary greatly depending on the interviewed categories. The police officers stressed that the selection and recruitment of private security personnel is absolutely inappropriate. Moreover, according to them private security has been performed by untrained and unqualified personnel. Some police officers believe that some private security

officers have criminal backgrounds, highlighting the fact that their employment in the private security sector might serve as a cover and shelter from criminal prosecution. As far as they are concerned, private security officers consider that selection and recruitment are quite adequate. They stated that usually a previous working experience with the police, military or other security agencies is required. Those with experience have much more chance for employment than candidates without experience.

Respondents shared the opinion that there is an unregistered employment in the sector of private security. It is not a rare case that private security companies violate labor laws, i.e. fail to register their employees with employment authorities and fail to pay contributions for retirement funds and health insurance. That is how private security companies evade payments which they are obligated to pay in accordance with the law. Such illegal practices enable them to increase their profits. With regard to the issue of unregistered employment, it appears that the situation has recently improved as inspections by the Ministry of Interior have increased. Private security officers are required to obtain individual certificates in order to be authorized to work, a practice that narrows down the maneuvering space for illegal employment. However, this can still be bypassed by a known practice of security companies to register their employees only part time, although they work full time. There are other practices which limit the full implementation of the rule of law. For example the Ministry of Interior issues certificates to private security officers, but at the same time fail to check whether those people are employed in accordance with labor law or not. It opens the door for misuses and creates a huge communication gap between the labor authorities and the police. This gap is widely exploited by the some private security agencies. One

interviewee, a manager of a private security company, made the following statement about these issues:

Estimations are that today 20% of personnel are illegally employed. Previously, the percentage was much higher, even up to 70%. (Interview # 1)

Regarding vocational training the interviewees agreed that the basic training, which is mandatory, is insufficient. There is no specialized training. The basic training for private security officers takes place in the Police Academy and last only seven days. That training curriculum is mostly theoretical, it does not include practical and experience based knowledge and skills. That training provides only basic knowledge on private security issues and can be considered only as a first step in professional development of private security officers. Some companies provide on-the-job training for their employees. One interviewee, constable, made the following comments about that:

The quality of the on-the-job training of private security officers is low. The trainers are apparently experienced private security officers, but I am very skeptical about their experience and ability to transfer knowledge and skills to others. (Interview # 7)

The cooperation between police and private security companies is not satisfying. This is an opinion shared by all respondents. One manager of a security company gave us the following comment:

In most cases contacts exists only when the police need to react ex officio i.e. in cases of committed criminal offences. Beside that, when the companies initiate contacts with the police in connection with their work, usually the police is reluctant to respond. If that is not the case, then the quick reaction of police is based on personal acquaintance (friendship) of contacts person from the police and security companies. (Interview #2)

There are no memorandum of understanding between the police and private security companies despite the fact that it is a good practice to define cooperation,



communication and exchange of information. There is room to improve the cooperation in the opinion of all respondents. As far as the relationship with other private security sector companies is concerned, the interviewees from the private companies emphasized that there is an intense competition in the market. However, some respondents said that the competitive price and quality of service are not necessarily essential for security companies to win a contract. Some respondents emphasized indeed that corruption is not rare in the sector.

The manager of a security company stated the following:

As an example, the security company with most lost (robbed) money transports still gets the best deals, but another highly professional company – one which once disabled an armed robbery – does not get a chance to win bids despite the fact that it might be the most adequate bidder in terms of price of services. (Interview # 2)

Such situations generate an atmosphere of distrust between private security companies and ruin the business and professional relationships in the private security sector.

### **Socioeconomic aspects**

Socioeconomic aspects include issues associated with the working conditions of private security officers, salaries and awards, health and safety, equal opportunities, non-discrimination and social dialogue. As far as the item of working conditions is concerned, respondents were only partially satisfied. They consider this issue as a mirror of the general situation in a post conflict society. Generally speaking, most private security companies make important efforts to provide appropriate equipments to their staff, i.e. uniforms, guns, armored vehicles, guard booths etc. Investment in improvement of working conditions of

private security personnel varies from company to company, depending on each company's financial abilities and position in the market. Although there is still a lot of room for improvement, significant achievements have been made in a relatively short period of time.

As far as salaries and benefits are concerned, the key finding is that salaries of private security officers are minimal and unsatisfactory. That salaries are not paid on time is not an exception; sometimes there is 2-3 months delay. Generally speaking, the average salary of a private security officer is exceptionally low and not enough to cover basic living costs. One interviewee - a security guard - stated the following:

I used to work for one company for several months; for the last three months I have not got paid, although I know that company was doing well. I found job in another security company and I am being paid on time ever since. (Interview # 4)

As far as health and safety conditions offered at the workplace are concerned, the key finding is that the private security companies do not undertake enough adequate measures to provide for the necessary safety and protection of their employees. Respondents stated that the level of protection of the security personnel should be raised due to frequent injuries originating from physical assaults and even armed assaults. As far as equal opportunities and non-discrimination are concerned, the respondents have not reported any serious case of discrimination in sector on grounds of nationality, religion, sex, social origin or sexual orientation. However these statements do not necessarily imply that there is no discrimination in the sector. Certainly a fact of concern is that today BiH is a highly segmented society, with ethnic lines corresponding to administrative and political territories, leaving little room for employment for example of non

Croats in part of BiH populated with Croatian majority, or Serbs in the Federation in BiH, or vice versa of Bosniaks and Croats in Republika Srpska. Looking at the item of social dialogue, we can state that there is no social dialog at all as there are no labor organizations in private security sector that might protect workers' rights. The opinions of interviewees in all categories were that labor organizations could be a very good instrument for improving of the workers rights, especially their basic rights and conditions in which they work. Respondents also concurred that the non-existence of a social dialog in the industry is a handicap. However some of the respondents were sceptical about the possibility to institute a dialogue in the sector. One respondent – a citizen - made the following comment:

Those people (private security officers) are deprived of their rights. There is no one to whom they can address and explain their problems. I think that the majority of private security companies' owners mostly care about their business and profit, but not about their people. Even if someone establishes the union in near future I am skeptical how it will work in a real life. The owners will formally encourage the union, but in fact they are ready do everything to make it to fail. (Interview #12)

## **Conclusions**

Bearing in mind the methodological limitations of this research as noted before, it might be concluded from this preliminary research that the private security sector in BiH is still in an early stage, and for this reason it is not yet entirely compatible with the principles that constitute the European Model of Private Security Services. The most important gaps can be found in the professional and socioeconomic aspects of the industry in BiH. The general opinion of the interviewees is that the private security sector has a constructive role and contributes to public security and safety. All interviewees observed that the private security sector will have a more important role in the future. But, on the

basis of research results, it can be concluded that the current situation in the private security sector is not satisfying and that this sector can play a much more important role in public safety than it has been the case so far. Particularly, it is necessary to pay a lot of efforts to build the partnerships with the police - what has been largely ignored so far. We can also observe that private security companies are driven mainly by profit making, whereas professional integrity is being neglected. The private security sector in BiH has now a legal basis, which is an important premise for its consolidation and development. However, currently certain legal provisions should be critically reviewed in order to see whether they meet the needs of practice or not. It could be done through an encompassing scientific research of current legal solutions and needs in practice. Five years of implementation of the laws is a sufficient period to observe empirically these issues. As emphasized earlier, the professional and socioeconomic aspects of the private security sector in BiH are not in line with the European model of private security. It is not sufficient to invest in material and technical operations of the private security companies, but investing in human resources is needed too. In this sense, private security companies should pay more attention to issues such as recruitment and selection process, training of staff, especially, specialized training, improving of the working conditions, increase of salaries and contributions for allowances, safety at work, etc. Additionally, it is necessary to organize labor organizations of the private security officers and support the establishment of professional associations of private security. Beside, it is urgent to build partnerships between private security companies and police, including partnerships with other law enforcement agencies, and partnerships between private security companies themselves. This is possible to achieve in various

ways, one of them being drafting a memorandum of understanding and developing the awareness of partnerships and joint activities with the overall goal of contributing to the security and safety of the society. It is also necessary to point out to the possibility offered by the detective services in the private security sector, which is neglected in BiH. The private security sector in BiH needs to be developed in accordance with best practices in the EU and elsewhere. The private security sector is an advantage to a society in general. Professionalism and integrity of the sector should be a crucial goal in order to develop capacities to contribute effectively to crime control, public safety, safety of capital and foreign investments which is essential for European future of BiH.

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